

Sales MANAGEMENT

HOW SHOULD MANAGEMENT TALK TO EMPLOYEES ABOUT PROFITS?

Keith Powlison, vice-president and controller, The Armstrong Cork Company, analyzes one of the most difficult of all problems in industrial relations. See page 37.

CAN TESTS HELP TO PICK CAPABLE SALES MANAGERS?

"Yes," says Dr. Doncaster G. Humm. He identifies eight qualities that make the "ideal" sales manager. See page 94.

OTHER FEATURES IN THIS ISSUE: What big-money advertising is doing for West Coast lumber (page 78) . . . How General Mills pre-tests premium offers (page 90).



25 CENTS
AUGUST 15, 1947



WHEN
A WOMAN
SHOPS

When a woman shops and carefully compares the virtues of this pattern with *that*—of sterling with silverplate—she's thinking not in terms of six knives, six forks and half a dozen spoons... because you see



SHE HAS
A PICTURE
IN HER MIND

She has a picture in her mind of gracious hospitality brought into focus by the lovely settings she has seen pictured month by month in the pages of her favorite magazine.



YOU'RE IN THE PICTURE
WHEN YOU'RE IN
McCall's

McCall's editors know how to implant these mental pictures that so compellingly influence the shopping expeditions of women in 3,600,000 homes.
McCall's Magazine, Adv. Dept.,
444 Madison Ave., New York 22

WE HELPED MR. and MRS. WILLIAM SCHULTZ FIND A HOME



IN OUR 116 years we've been called up to do many things.

But on June 23 we essayed a task whose conclusion made Detroiters happy. That Monday morning, James Pooler, staff writer, told the story of Mr. & Mrs. William Schultz and their dog, Teddy, who were about to be thrown out of their three room shack which had been their home for seven years.

"They rock with that silent grief of the old who have brooded on trouble too long," ran the story. "Saturday and Sunday, like the days before, the old man and woman tramped the streets looking for new shelter," wrote Pooler. On Wednesday morning Pooler's story said: "Mr. & Mrs. William Schultz and their old dog, Teddy, will move into a new home. The donor who prefers anonymity, has provided the two old people a home in which they can spend their last years with 'our own furniture.'"



JAMES POOLER
He wrote the story

We don't know that this proves anything much except that the world isn't as bad as it is pictured . . . that it can be the business of a newspaper now and then to step out of its role of merely purveying news and undertake some of those humanitarian jobs which life's exigencies seem to pile up in a big city . . . or was this a big news story?

We like to think too that the response which concluded this story sort of pictures the kind of people who regularly read our newspaper.

The Detroit Free Press

JOHN S. KNIGHT, PUBLISHER

Sales MANAGEMENT

THE MAGAZINE OF MODERN MARKETING

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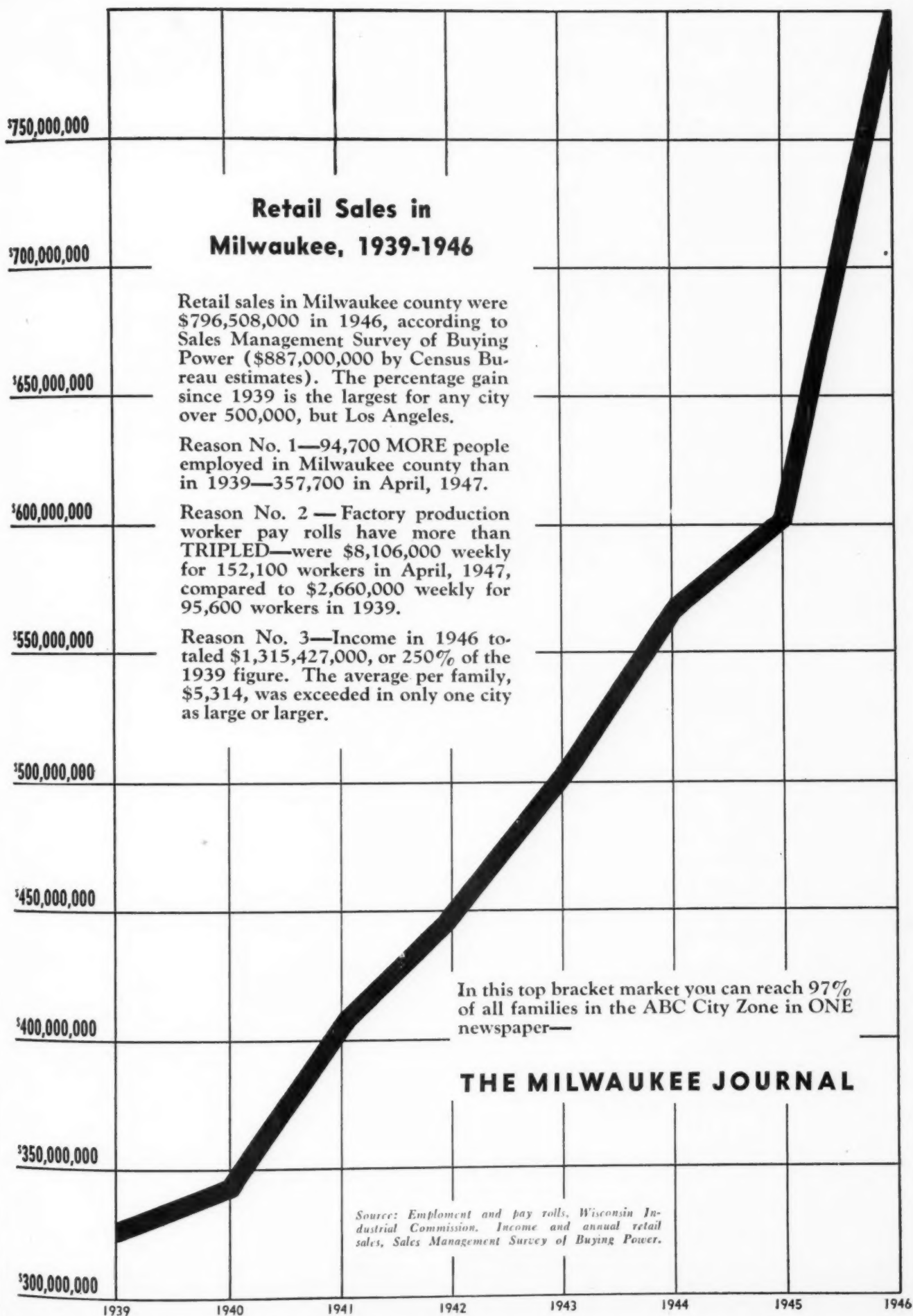
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Here is a salesman
who likes to make sales reports



BECAUSE he makes more calls • more sales
gets quicker action by using
SoundScriber electronic disc dictation

Salesmen using the SoundScriber Portable "talk" their reports as easily as talking to a prospect. They like it! And you'll like SoundScriber *even better*, for you get reports that are clear, complete—and you get them in the next mail! Salesmen with SoundScribers have told their managers: "Do anything you want . . . but don't take away my SoundScriber!"

The SoundScriber Portable is self-contained, goes wherever your salesmen go—car or train, hotel or at home. The flat, unbreakable plastic SoundScriber disc mails for regular letter postage. Your own office types reports—neatly, accurately—freeing the salesman's time for selling.

Hundreds of sales managers—in businesses large and small—are getting dramatic results from SoundScriber Portables. Some companies report as much as 20% increase in sales call coverage through the use of this advanced dictating machine.

Let us prove to you how much better sales reports you'll get when your salesmen are SoundScriber equipped. Return the coupon now for complete information on the SoundScriber System.

First in disc dictation

SOUND/SCRIBER
Trade Mark

First electronic dictating system

The SOUNDSCRIBER CORPORATION, Dept. SM-8
New Haven 4, Connecticut

O.K. Send me full data on SoundScriber for salesmen.

NAME _____

COMPANY _____

ADDRESS _____

CITY _____ STATE _____

SM

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August 15, 1947 Volume 59 No. 4



SALES MANAGEMENT

THIS IS NEW YORK

★ East River Drive, eastern link of Manhattan's proposed circumferential highway was begun in 1935, completed in 1942 and cost \$46,000,000. 8,000,000 man hours of labor, 7,200,000 lbs. of structural steel, 2,990,000 feet of timber piles and 266,000 cubic yards of concrete went into the construction of the 7½ mile super-highway. To make room for the roadbed, 70 acres of filled-in land were added to Manhattan while some stretches required double and triple decking. One of New York's most useful and attractive arteries, 52 acres of park area were created in its construction.



UNMATCHED READER PREFERENCE FOR ONE EVENING NEWSPAPER PAYS OFF IN SALES

Journal-American circulation and selling power are greater than ever before . . . greater, in fact, than any other evening newspaper in New York's history . . . and greater than the second and third evening papers combined. For sales in New York, depend on the mighty buying audience of over 700,000 families daily whose overwhelming preference for this newspaper has built its circulation to an all-time high.

NEW YORK JOURNAL-AMERICAN

A HEARST NEWSPAPER

NATIONALLY REPRESENTED BY HEARST ADVERTISING SERVICE

You need newspapers to sell New York

6.7

station
WAPI

6.0

station
X

4.0

station
Y

0.6

station
Z

watch oursm

AVERAGE
RATING
OF ALL
LOCALLY
PRODUCED
PROGRAMS

8:00 a.m. to 6:00 p.m.,

Mon. through Fri.

C. E. Hooper,

Winter-Spring Report,

December, 1946

through April, 1947

smoke!

In bustling, industrial Birmingham, WAPI is the town's busiest *and most popular* producer of local programs. For WAPI knows what Alabama listeners like in local radio fare, and gives it to them — a heavy schedule of good hometown shows with top-notch hometown personalities. In fact, WAPI broadcasts more local originations, more live talent local programs than any other competing network station.

According to Hooper, WAPI's local originations — the programs built for and bought by local and spot advertisers — are atop of the field in popularity, *command a larger average audience than the local originations of any other Birmingham station!*

From 8:00 a.m. to 6:00 p.m., Monday through Friday, for example, the four network stations in Birmingham broadcast a total of 77 quarter-hours of local programs. Thirty percent of these local quarter-hour originations are heard over WAPI. As shown by the smokestacks on the facing page, WAPI local originations stack up an average Hooperating of 6.7. That's 12% higher than the average rating of the local programs on the second ranking station... 68% higher than the average rating of the local shows heard on the third ranking station.

TOTAL LOCALLY PRODUCED QUARTER HOURS 8:00 A.M. TO 6:00 P.M. MONDAY THROUGH FRIDAY	WAPI	X	Y	Z
	23	14	18	22

Or look at WAPI's leadership in local programming another way: Monday through Friday, between 8:00 a.m. and 6:00 p.m., WAPI originates 23 quarter-hours of local programs. During 18 of these 23 quarter-hours, the WAPI local show is a way out front winner...with more listeners than any other competing *local* program!

Want to lead in sales in Birmingham? WAPI — a 25-year favorite — will show you how. We (or Radio Sales) will be glad to give you details.

WAPI

Birmingham

*The Voice of Alabama,
represented by Radio Sales
the SPOT Broadcasting
Division of CBS*

The Human Side

WITH STRINGS ATTACHED

Mary Chase is a pretty, young woman who looks like a Camay advertisement. Above her decorative facade, however, is a brain which functions on all six—and plenty of talent to keep it exercised. Mary makes marionettes. Big Time marionettes. Matter of fact it was Mary who created the original and only Elsie the Cow marionette for Borden. She also does the commercial on the four television shows each month for the Borden people by operating the strings which give animation to Elsie. Borden uses little Elsie as the company identification on each of the shows. With Mary at the strings Elsie moves her eyes, lifts her hands—or hooves if you prefer—and synchronizes the mouth to the “voice,” an actress who was hired especially for the purpose of talking for Elsie.

Kenyon & Eckhardt, the Borden agency, has worked out the Elsie part of the shows to a Science . . . Each program begins with a little fanfare for Elsie. Elsie sets the pace, makes a little commercial for Borden to preface the show. One of the four shows is an all-marionette one produced by Mary Chase. The others, presented each Sunday night at nine, are a nightclub revue, a program titled *Telecuriosities*, and a half-hour drama.

Mary Chase, the girl behind all this, came to New York City two years ago from Chicago, where she was

born and raised. She had the unshakable conviction that Television was a natural for marionettes. To her the little figures with the strings attached were made to order for the “radio movies.” They could dance, they could act—they’d be perfect for company or product identification. Not only that, the audience appeal was universal. Children love marionettes. And there’s enough child in every adult to rate favorable reactions too. Mary was dead right. There was a place in Television for her marionettes.

The networks gave her sustaining programs right away. Everyone from the vice-presidents to *Billboard*, which described her first New York Television performance as “okay—plus,” climbed on the Chase bandwagon.

When Kenyon & Eckhardt hired her to make the Elsie marionette, Mary allotted two months for the job. First she built an armature, and using drawings and the advertisements for models, she sculptured a complete statue of Elsie in clay . . . This first step got the Borden okay . . . Then came the really tough part. Plaster casting . . . making a piece mold with the marionette joints marked out. The head alone was cast in ten pieces—four for the face, the horns and the ears separately, and the back of the head in halves. After the cast was ready the most difficult process of all was the actual finishing and painting. This was the application of plastic wood in the mold . . . watching to see that it didn’t shrink or warp, putting the hardened wood sections together. After that, sanding and polishing carefully so as not to lose the original likeness caught in the clay. Inserting the moveable eyes and mouth, she says, was a job requiring hours—even days. The finished parts were painted in oils and assembled. Last of all came the control sticks, the strings, the clothes. Then followed hours of practise to get the feel of the figure and to check the balance. The little Borden cow which eventually came out of the workshop was so beautifully done that Mary found herself operating it and, later, doing the four shows.

Since it is necessary for her to direct the operation of the marionettes during the rehearsal of a telecast, Mary has had to train people to help her. For the ticklish job of operation she chose ballet dancers—good professional puppet operators, free lancing for such work, being few and far between. Dancers, Mary has found, have an instinctive feeling for the operation of marionettes. Something of their own art goes into the strings, and they’re used to sticking at a routine for long hours until they have mastered it. However, she does have one special operator who has been a puppeteer all his life. His name is Spolidoro—everyone calls him “Spoli.” Mary says he is one of the best operators in the business and no one is more capable of putting a marionette through its paces than Spoli.

Mary likes to “evolve” her programs rather than plan them too carefully. She gets a more spontaneous feeling that way. Until she came to New York she worked alone, building her own marionettes and putting on the shows by herself. Even now she makes all her own marionettes but has assistance with scenery, props and the operation.



Photograph by Grifalconi

CHASE AND FRIENDS . . . here's Mary Chase who's been up to her ears in puppets and strings since she was 12. Marionettes, she insists, are more like people than anybody!

HOW MANY OF

COLUMBUS

OHIO'S

82 WORTHWHILE PLANTS
ARE YOU SELLING?

EIGHTY-TWO plants in Franklin County, Ohio (whose center is Columbus) are large enough to reward your sales effort, according to a market survey just completed by MILL & FACTORY.

With nine-tenths of the plants within the city limits of Columbus, it is compact, and easily traveled. And stable, too, owing to its diversification. Franklin County makes such varied goods as shoes, airplanes, bolts, uniforms, grave vaults, hydraulic equipment, food products, road machinery, chemicals, roller bearings, machine tools, glassware...

As gauged by present manufacturing employment, Franklin County represents $\frac{1}{4}$ of 1 per cent of the national industrial market. It is up 14 per cent over 1939.

For an analysis of your market in the Columbus area, write to MILL & FACTORY for the survey report, just off the press.

You can cover all worthwhile plants in Columbus and other marketing areas through MILL & FACTORY. It has an unusual, exact, and up-to-the-minute coverage of industrial markets, as its circulation is built and maintained by the 1,525 salesmen employed by 135 leading industrial distributors located in major centers, who blanket the country.

These distributor salesmen know their territories inside out. They have on-the-spot inside knowledge of exactly which plants are substantial enough to repay sales effort — and who in those plants influences the buying of your product. They see to it that the real buying factors get MILL & FACTORY. That's about as near to bull's-eye circulation as your advertising can possibly get.

Franklin County, Ohio is No. 33 in the continuing series of industrial marketing surveys conducted by MILL & FACTORY. If you sell to the industrial market, write for the entire series. Conover-Mast Corporation, 205 E. 42nd St., New York

17; 333 No. Michigan Ave., Chicago 1; Leader Bldg., Cleveland 14; 5670 Wilshire Blvd., Los Angeles 36.

COLUMBUS, O. INDUSTRIAL MARKET

Coverage as of February, 1947

	Number of Worthwhile Plants	Number Reached by M. & F.	Number of Copies of M. & F.
Rated over \$1,000,000	29	All	48
\$750,000 to 1,000,000	6	All	14
500,000 to 750,000	9	All	15
200,000 to 500,000	10	All	12
75,000 to 200,000	12	All	18
*Unrated	?	16	18
Total	66	82	119**

*Unrated group consists of branch plants of large companies, or other plants which, though unrated by Dun, are substantial industrial buyers.

**Recent surveys show each copy of Mill & Factory is read by 5 or 6 plant executives.



Special Reinforced

BINDERS

for your back copies of
SALES MANAGEMENT

Here is the only way to be sure that you will always have back issues of **SALES MANAGEMENT** on hand for quick and easy reference.

These reinforced imitation black leather binders are equipped with a simple device for attaching each issue of SM in its proper place, and a single binder will hold *13 copies*—a six months supply.

The name "**SALES MANAGEMENT**" is neatly gold-stamped on the backbone of each, and you will find them an attractive as well as practical addition to your office. After more than 25 years of experimenting with all kinds of solutions, our staff here at **SALES MANAGEMENT** has finally settled on these as ideal for keeping their own back issues well preserved and readily available.

You may obtain one or more of these binders now by writing us at the address below. We will promptly fill your order and bill you at our cost price of \$3.50 per binder.

Sales **MANAGEMENT**

386 Fourth Avenue, New York 16, N. Y.

In private life Mary is Mrs. Paul Drozdoff. Mr. Drozdoff, with his father, Vladimir, and sister, Natalie, constitute the only all-piano family and are well known to concert audiences. Mr. Drozdoff is enchanted with marionettes, too. At the moment Mary and Paul are merging their talents with plans for a show built around marionette interpretations of piano program music for concert hall and private entertainment.

THE BRIGHT GREEN OASIS

Salesmen often complain that they are pushed around. Buyers and others get busy — and sometimes crusty. A salesman, because of the nature of his work, can make few calls, at best, in a day. So it is a minor tragedy in his life when he has to sit, cooling his heels, in an outer office for long stretches of time. Sometimes he can become so upset he makes an inferior presentation.

The Maytag Company, Newton, Ia., has worked out a plan which lightens the life of the visiting salesman. Maytag, as a result, has come to be looked upon as a bright, green oasis in the salesman's desert. Dean Landis, advertising manager, puts it this way: "We are helping to do a job that should have been universally accomplished long ago. That is to accord to the salesman the dignity and respect which he so justly deserves."

What Maytag does is this:

When a salesman calls, a receptionist—carefully trained to be helpful—hands him a "Welcome Folder" on the front of which she has written his name. This is his open sesame to all offices. On the first inside page is printed a message signed by Fred Maytag II, president. It is entitled, "We Appreciate Your Call." In it he says, "We, like many other companies, have representatives calling in all parts of the United States, and it is our hope that you may be accorded here the same interest and courtesy that we would like to have our own men receive. Whether your call is for the purpose of selling or buying, we hope your stay is a pleasant one and that you may feel your welcome here is a sincere one."

After that the names of Maytag company officials are listed; also the Maytag sales branches and distributors with addresses and names of managers. Then, the names of all hotels in Newton, with telephone numbers. A note adds that the receptionist will be glad to supply all train information desired or bus schedules. The receptionist will also schedule a tour through the factory any day.

Next, "Men You May Wish to See." This lists 29 executives, with their titles. Then, "Here Are Our Products." They are listed, with descriptions of each: The Washer, The Ironer, The Home Freezer, the Dutch Oven Gas Range. After that, a map of Newton showing the various industries there, the hotels, and points of interest. Also, bus line and railroad stations and the Chamber of Commerce, "for further information." A page is used for "Facts About Our Company."

And appreciative salesmen say that best of all it is not uncommon for an executive to step out of a conference to greet them, help them to speed their business and get quickly on their way.

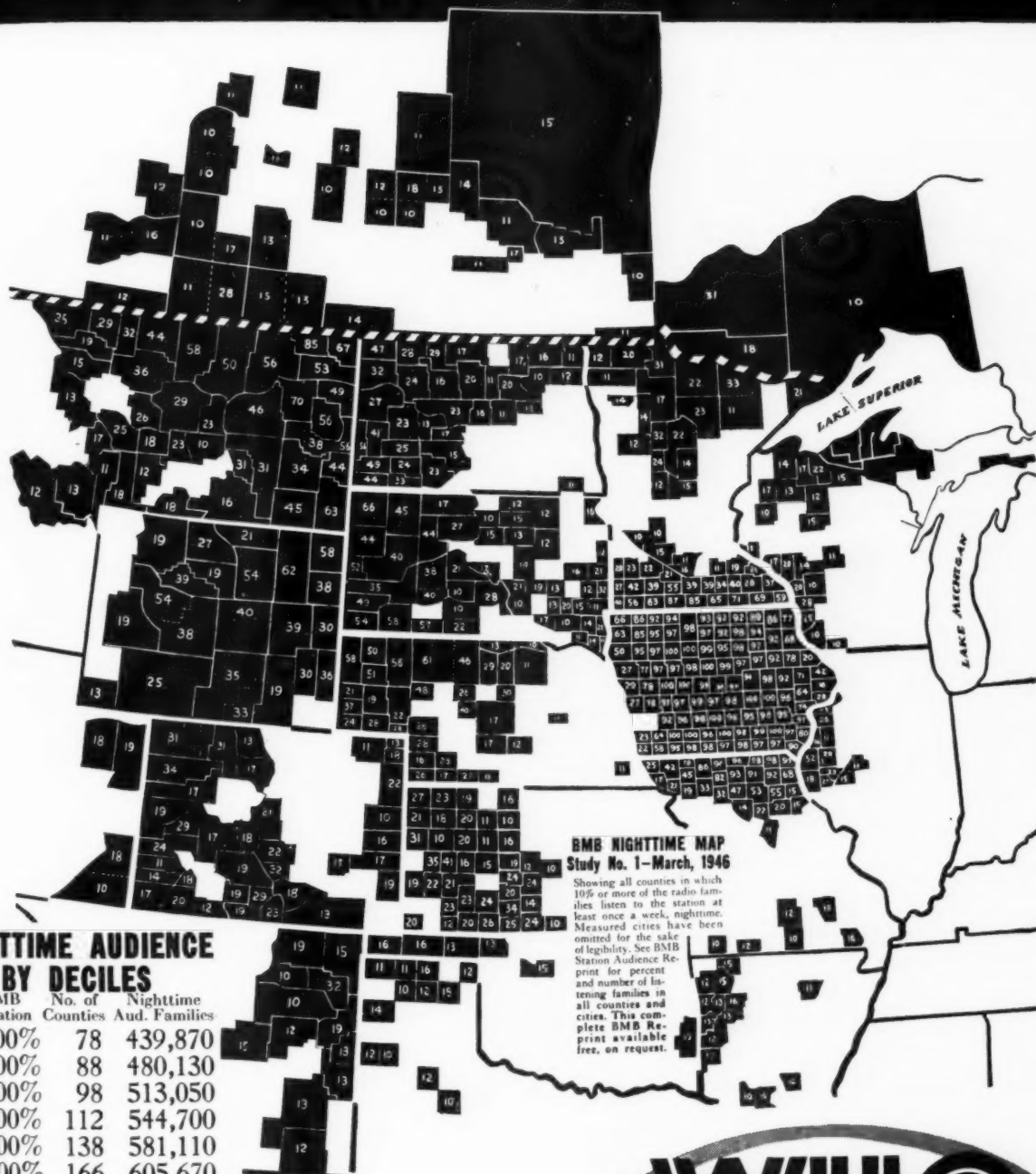
Result: Salesmen have unusual goodwill toward Maytag. Goodwill can pay off. The Maytag Company thinks it does . . . with them.

SALES MANAGEMENT

We've always said

"USE WHO FOR IOWA PLUS"

NOW BMB's NIGHTTIME STATION AUDIENCE REPORT FURNISHES TANGIBLE FIGURES...



BMB NIGHTTIME MAP
Study No. 1-March, 1946

Showing all counties in which 10% or more of the radio families listen to the station at least once a week, nighttime. Measured cities have been omitted for the sake of legibility. See BMB Station Audience Report for percent and number of listening families in all counties and cities. This complete BMB Reprint available free, on request.

NIGHTTIME AUDIENCE BY DECILES

%BMB Penetration	No. of Counties	Nighttime Aud. Families
90-100%	78	439,870
80-100%	88	480,130
70-100%	98	513,050
60-100%	112	544,700
50-100%	138	581,110
40-100%	166	605,670
30-100%	206	635,620
20-100%	308	714,800
10-100%	526	814,670

CANADA

%BMB Penetration	County Units	Nighttime Aud. Families
30-100%	1	2,200
20-100%	2	2,890
10-100%	36	14,750
GRAND TOTAL ...		829,420

WHO

+ for Iowa PLUS +

DES MOINES . . . 50,000 WATTS

B. J. PALMER, PRESIDENT
J. O. MALAND, MANAGER

JOHN A. PETERS, INC., National Representatives

This **5th** cover
could make
any magazine a
better salesman



Our national magazines have always been considered good salesmen for American business.

But there's not one of them that couldn't be a still *better* salesman—if it came to the customer with a "5th Cover" on it. Or in other words, if it came inside of your favorite Sunday newspaper.

Take any magazine you're now using. Imagine what this change would do for your advertising.

You'd still have the sales power of a national magazine—the reader-interest and color printing and long-life, and all the other qualities.

But your ad would also have that all-important "extra ingredient"—the local impact of America's favorite shopping medium, the Sunday newspaper.

That makes a big difference with both

your dealers and your customers. For the Sunday newspaper is a habit with both of them. That's where the stores do their own advertising (and watch it pay out the very next day). That's where the whole family gets together on its weekly shopping decisions.

That's where immediate sales are born.



Today when it's time to start thinking of the cash register again, this "extra ingredient" is something your magazine advertising needs.

And you can get your share of it through THIS WEEK Magazine—where you'll reach every 4th home in America with all the power of a top-notch magazine, and all the local sales influence of 24 key newspapers.

THIS WEEK

8¾ MILLION CIRCULATION

Magazine

OVER 19 MILLION READERS

AND 24 OF AMERICA'S MOST INFLUENTIAL NEWSPAPERS

The Atlanta Journal
The Baltimore Sunday Sun
The Birmingham News
The Boston Herald
The Chicago Daily News*
The Cincinnati Enquirer
Cleveland Plain Dealer
The Dallas Morning News

Des Moines Sunday Register
The Detroit News
The Indianapolis Star
Los Angeles Times
The Memphis Commercial Appeal
The Milwaukee Journal
Minneapolis Sunday Tribune
New York Herald Tribune

The Philadelphia Sunday Bulletin
The Pittsburgh Press
Portland Oregon Journal
Rochester Democrat & Chronicle
St. Louis Globe-Democrat
San Francisco Chronicle
The Spokane Spokesman-Review
The Washington Sunday Star

*Saturday Edition

DIRECT RESULTS from the DICKIE-RAYMOND *SCRAPBOOK*



HOW TO TREAT DEALERS LIKE PEOPLE

Most dealers and agents, notwithstanding the way some advertisers treat them, are people. Inescapable deduction: it pays off to sell them as thoroughly as you'd try to sell consumer prospects — maybe even a little better. Your approach? Sure-fire selling tools, merchandised to the agent properly, and made available to him in quantity without cost. As, for instance, American Airlines' Spring-Summer Promotion Package for travel agents — containing advance samples of booklets and folders for handout, mailing, or counter use. And all designed to make travel prospects sit up and start packing.



INFORMATION PLEASES . . .

. . . And what's more important, it *pulls*. Few people can resist the lure of getting something for nothing, and when the "something" is pertinent, valuable information, readably presented and attractively illustrated, prospect response is immediate and profitable. Eager to mine this rich source of good will, more and more clients are making use of our special skills in refining a wealth of "how-to" information into a polished nugget of a booklet. Current samples: this trio of booklets for Plymouth Cordage Company — showing how to choose, use, and care for rope.



STRATEGY FOR SERVICE SELLING

Granted that banks need prestige and reminder advertising — in appropriate publications. But there's nothing quite like *direct* advertising for bringing in direct results. Especially when the *prospects'* interests are kept in mind. These pieces, typical of our work for the National Shawmut Bank, include attractive folders for counter use, informative booklets offered by letter to selective prospects for specialized services. And finally, a series of friendly letters that brought in thousands of dollars in traceable business. You might say that in bank promotion, it pays to make interest a cardinal principle.

WHAT'S so special about Dickie-Raymond? In a word, we're a "specialty shop" in direct advertising. We plan, write, design, and produce promotional pieces of all kinds — letters, folders, catalogs, booklets, surveys, etc. — designed to influence *selective* markets. Techniques we've developed over 25 years, have brought in gratifying results for a goodly number of clients. Write on your business letterhead for a copy of "Things Every Sales Executive Should Know About Dickie-Raymond."

Address: DICKIE-RAYMOND, INC., 521 FIFTH AVENUE, NEW YORK 17, or 80 BROAD STREET, BOSTON 10, MASS.

There's Only One DICKIE-RAYMOND

DIRECT ADVERTISING, MERCHANDISING
AND SALES PROMOTION COUNSEL

NEWS REEL



GEORGE B. MOTHERAL

Newly appointed assistant manager of glass advertising and promotion for Pittsburgh Plate Glass Co., joined firm in 1940 as window glass salesman.



L. W. COFFIN

Elected vice-president of the Otis Elevator Co., has been general service manager, assistant general service manager, sales engineer for the company.



EDWIN J. LEWIS

New manager of petroleum company sales for Replacement Tire Sales Division of The B. F. Goodrich Co., has been with the organization 18 years.



HERBERT E. MARKLAND

Named eastern regional sales manager of the Deep-freeze Division, Motor Products Corp., North Chicago, Ill.; his headquarters, New York City.



P. C. FRAYSER

New merchandising manager of The Martin-Senour Co., Chicago, the 44-year veteran of the paint industry moves up from eastern district manager.



C. M. HEWITT

Former Kansas City District sales manager, has been promoted to the position of export sales manager for Sharp & Dohme, Inc., Philadelphia.



J. CHESTER RAY

With the United States Rubber Co. since 1903, is promoted from Fisk Tires Division sales manager to sales manager of the company's U. S. Tire Division.



ZENN KAUFMANN

Former Calvert Distillers Corp. merchandising manager and associate Lennen & Mitchell, Inc., now merchandising director Philip Morris & Co., Ltd.

STEP UP READERSHIP OF SPOKANE DAILIES - - ADVERTISERS BENEFIT

The Spokesman-Review





Peter Solem, wheat farmer of the Dusty-Lacrosse district in the Inland Empire Palouse country, south of Spokane, lay seriously injured in a hospital on April Fools Day, 1947. On that day, neighbors organized a plowing bee. Eighteen huge tractors with 108 plows ganged behind them cut a swath of more than 160 feet wide as they wound their way

over the rolling hills. Farmer Solem's 350 acres were plowed in one day. The organizer of the bee said: "Friends are mighty important down in this section of the country. No one had to be asked to come to this bee. As soon as they heard about it, they all volunteered. We could have had two dozen more tractors if we had needed them."

FIRST PUBLISHED on the front page of The Spokesman-Review, April 2, day after the "bee" the picture above created national attention. It was distributed widely by The Associated Press to member newspapers. LIFE featured it as Picture of the Week in its issue of April 14.

This dramatic presentation of a neighborly act was of special interest in Spokane and Inland Empire because of the great importance of farming in this market. In 1946, Inland Empire farms grossed \$417,645,000—average income per farm of \$8,915.

Returns from Mines, Lumber Mills and newer industries created by power from Grand Coulee Dam swelled the Spokane Market's gross spendable income in 1946 to \$1,019,006,000.

The dominating circulation and high readership of The Spokesman-Review and Spokane Daily Chronicle enable advertisers in the columns of these dailies to secure outstanding results in the lucrative Spokane Market.

THE SPOKESMAN-REVIEW
MORNING SUNDAY

Spokane Daily Chronicle
EVENING

SPOKANE, WASHINGTON

Advertising Representatives: John B. Woodward, Inc., New York, Chicago, Detroit, Los Angeles, San Francisco
Color Representatives, SUNDAY SPOKESMAN-REVIEW Comic Sections: Metropolitan Group

**COMBINED DAILY
CIRCULATION
NOW OVER
144,000**
81.24%
UN-DUPLICATED

**MAKE
YOUR
STORY**

Colorful



**with full-color motion pictures
and Sono-Vision**

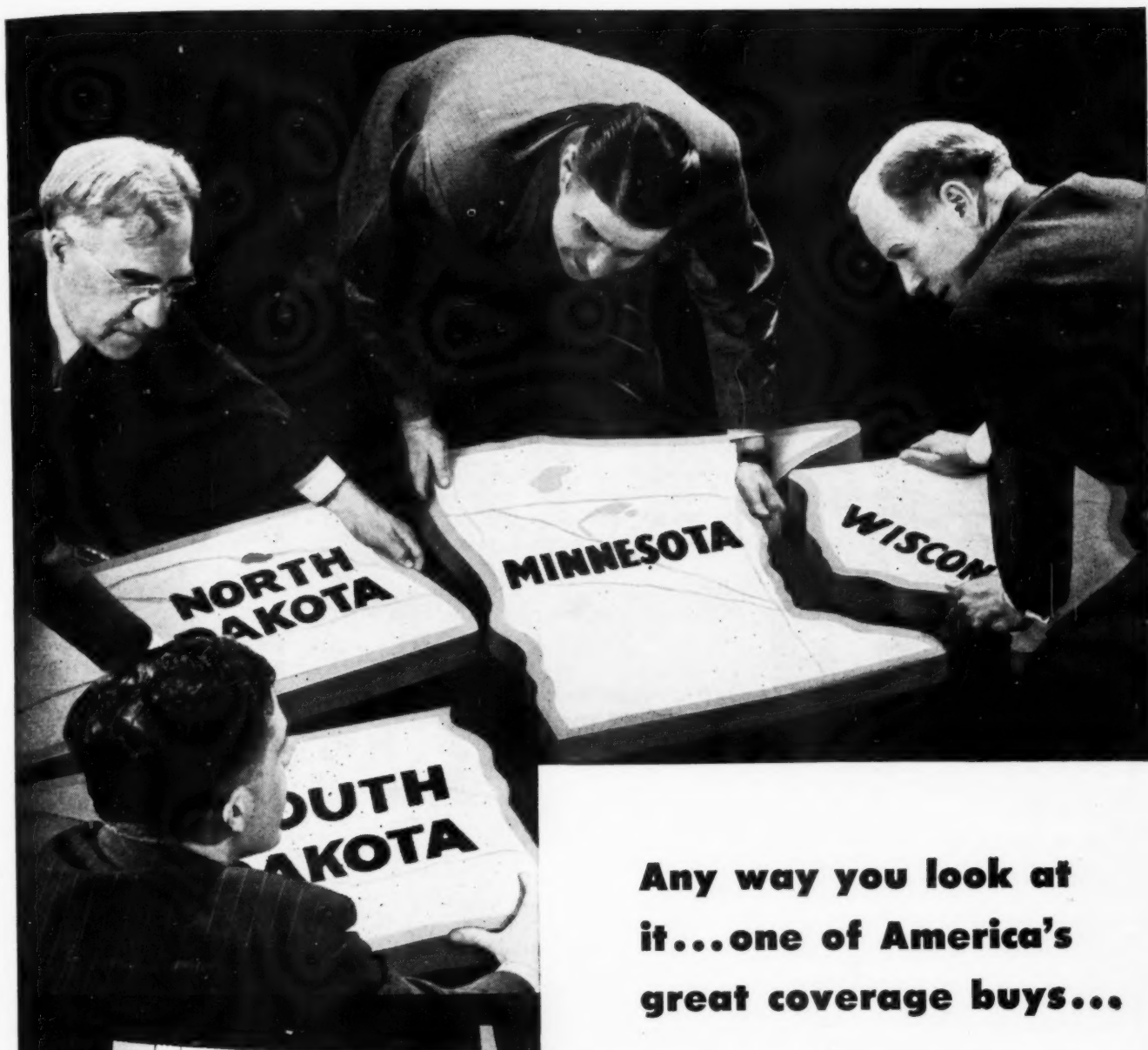
Sono-Vision — the all-in-one cabinet motion picture projector — handles color film as efficiently as black and white. The ingenious new Mills Humidifier, standard equipment on every unit, permits delicate color film to roll on and on, regardless of humidity changes.

Thus either color or black and white films can be used in your sales, advertising, or training programs — used at point-of-sale, in lobbies or display rooms, or right in plant or office!

For Sono-Vision requires no darkened room, no constant operator attention, no wasteful "setting-up" time. Its simplicity and versatility will give a broader horizon to your film program.

Sono-Vision

MILLS INDUSTRIES, Incorporated • Office and Display Room: 2212 Merchandise Mart • Dept. 205 • Chicago 54, Illinois



**Any way you look at
it...one of America's
great coverage buys...**



**More than
535,000 Sunday,
420,000 Daily**

Minneapolis Star *and* Tribune

JOHN COWLES, President

"Hotel New Yorker at *your* service"



At your service . . . our
HOSPITALITY DESK. Ready to
keep you posted on all city trans-
portation, sightseeing spots, the
latest on shows, sports events and
movies. Another of the thousands
of important little services our
staff of 1700 takes pleasure
in performing for your comfort
and convenience!

Appearing Nightly . . .
**JERRY WALD and his
ORCHESTRA** Plus
spectacular *Ice Show* in our
TERRACE ROOM



Largest in Manhattan, 2500 Rooms • Tunnel Direct to Penn. Station
34th Street at Eighth Avenue, New York 1, New York



BY T. HARRY THOMPSON

For 26 years, August 15 has been a dismal date for your reporter . . . the official opening of the ragweed-season. But, three years ago, Timothy grass and English plantain were added to his group of allergens, and the hay-fever season now runs from May 1 to October 15. What fun!

NIT—"You say he specializes in news-
stories of young bears?"
WTR—"Yeah; he's a cub reporter."

Somehow, I never cared for *gams*
as slang for *legs*. Think I prefer
stemware.

In a previous issue, I didn't have
space to mention a couple of items
I liked in The Homestead literature:
"Management does not object to any
guest keeping a small dog (not over
45 pounds) in his room" . . . "For
long hikes, a pack-donkey is avail-
able."

Also, returning from Hot Springs
by way of Gettysburg, I wasted a
half-hour trying to find my grand-
pappy's name on one of the memor-
ials. I had seen it as a small boy, and
knew it was still there. Of course,
there were only 34,000 Pennsylvania
infantrymen engaged in that 3-day
brawl, and I needed more than a
half-hour to find one particular name.

JACK—"You say he's anti-labor?"
JILL—"Yeah; he even closed his account
at the Union Trust Co."

Writes Dick Dickson: "Always re-
member that the first knock may be
opportunity, but the second knock
may be the house-detective."

The same correspondent says a
gentleman takes his hat off when
he bows to the inevitable.

HEADLINE PARADE

How to burglar-proof a stove!—*United States Fidelity & Guaranty Co.*

She sees her future in her passbook.—*Todd Company, Inc.*

Boston is a browsing town.—*Parker House.*

Deep, Deep the Treasure.—*Caption in "Newsweek."*

Old Grey Mayor.—*Caption in "Time."*

You can taste the years in Imperial.—*Hiram Walker.*

The day ended at 2:13 P.M.—*Hartford Insurance.*

Is the horse here to stay?—*Northern Pacific.*

How to make a haul.—*Dodge Trucks.*
Textron Menswear for Expectant Fathers.

Elliott-Lewis Company's capable, courteous service-corps is always with-
in a "phone's throw" for any emer-
gency. Cute!

When he found I'd been to Vir-
ginia Hot Springs, Dick Dickson, of
nearby Charleston, W. Va., wrote:
"How do you get that way? I can't
even afford to go to Warm Springs!"
Don't kid me, Dick. I know you're
rolling in dough at Conlon Baking.

A union-official named Hyde
Took exercise in his stride;
It must have been Fate,
For he couldn't lose weight,
They say he was industry-wide.

After asking if the president of a
hatchery is an eggsecutive, and if the
gals at the beaches who use physical
charms to trap a man are bare-traps,
Orville Reed tosses off one of his
well-known jingles:

"LIKE HOT CAKES"

If hot cakes really sell as fast
As sales-lore has it, then at last
I've found the very business that
I will make my fortune at.

A red-hot griddle and some batter
Will make my bankroll round and
fatter.

What a whale of an existence
To sell and have no sales-resistance.

But, wait! One question: Tell me,
pray,
Just who buys hot cakes, anyway?

"Advertising is the force that
brings the public toward the product;
merchandising is the force that brings
the product toward the public."—
Contributed.

Going back to the column's Olds-
mobile suggestion, Marshall Giesecke,
of Kansas City's George Muehlebach
Brewing Company asks: "How
about: 'It's Smart to be Shiftless'?"

SALES MANAGEMENT



Our staff of harpists

Day in and day out, the men who are responsible for Young & Rubicam's copy, layouts, and radio commercials continually harp on one idea:

The purpose of advertising is to sell goods profitably.

Prominent Users of Strathmore Letterhead Papers: No. 72 of a Series



does your letterhead merchandise your product?

Oldest of American watch companies, Waltham has always stood for accuracy. To this Mr. Guilden, new president, adds style.

His company has built their entire sales and advertising strategy on the handsome styling and top prestige of the Waltham watch.

Therefore, it is no mere accident that Waltham chooses Strathmore Parchment for its distinguished letterhead. It is an item, and an important one, in the maintenance of the Waltham prestige.

Does your letterhead do as much for the reputation of YOUR PRODUCT? If not, ask your printer to submit new designs on Strathmore papers.

Strathmore Letterhead Papers: Strathmore Parchment, Strathmore Script, Thistlemark Bond, Alexandra Brilliant, Bay Path Bond, Strathmore Bond.

STRATHMORE

MAKERS
OF FINE
PAPERS

Strathmore Paper Company, West Springfield, Massachusetts

That might fit in with the times, too." I agree. Nobody wants to work much these days.

Irving Davis, New York agency-man, did this parody on the current Calvert copy: "With apologies to Calvert—The Family Jacobs* has switched to Lake Tarleton Club, Pike, N. H., from The Lord Tarleton, Miami Beach, Florida. *The Family Jacobs, Lake Tarleton Club, Sky High in the White Mountains, Pike, N. H."

Some men enjoy collecting stamps, theater-posters, or first editions. Some like to make things in the basement. Others are camera-bugs. There are amateur painters, those who like to repair old clocks, and there may be a few left who whittle-out ships and put them in bottles.

But Jack Coffey, advertising and sales-promotion manager of Encyclopædia Britannica Films, Inc., Chicago, would rather help somebody get the job he wants . . . and can master to his and his employer's satisfaction. That's Jack's hobby. He calls it: "Matching Men to Jobs." He operates from his home at 1010 Elmwood, Wilmette, Illinois. Jack: Why don't you write it up in full and try it on one of SM's alert editors?

JACK—"You say he's a wolf?"

JILL—"Yeah; he even whistles at grade-crossings."

In one of the June issues, *Collier's* gave you a taste of "Off My Sea-Chest," a frust-rate yarn by Lewis H. Conarro, former Lieutenant Commander, U.S.N.R., and former copywriter, N. W. Ayer. It is a salty tale of the pomposities of Navy brass, and a sharp piece of good writing. You punsters will love things like *swig-shift*, and the reference to the man who had two *stripes* against him. I recommend that you pick up the book soon.

Curtis Research estimates that vacation-expenditures will run around \$8.5 billion for 1947. Where's that recession the bellyachers have been predicting?

I heard of a bus-driver who got results by saying quietly: "Move to the rear, please. You know, the way you do at church."

Washington now has Vito Marcantonio. . . and Veto Truman.

SALES MANAGEMENT

IF
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IF
U

AUG

IF IT'S BURIED TREASURE YOU WANT...

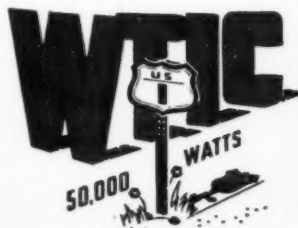
Use an old map on Cocos Island!



IF IT'S SALES YOU WANT...

Use WTIC in Southern New England!

By every measurement, station WTIC, Hartford,
dominates the prosperous
Southern New England Market.



DIRECT ROUTE TO SALES IN *Southern New England*

The Travelers Broadcasting Service Corporation Affiliated with NBC
and New England Regional Network

Represented by WEED & COMPANY • New York, Boston, Chicago, Detroit, Atlanta, San Francisco and Hollywood

Success is a **HOUS**



HOUSEHOLD NOW ENJOYS!

- All-time circulation peak—over 2,000,000!
- Record advertising volume—25% over 1946!
- Highest market purchasing power in history
in small cities and towns!
- Greatest reader action and advertising response!



SEHOLD Word !

and... here's our Newest

Success Story



- A complete new format for Household!
(Effective with November issue.)
- New page size—3 columns wide, 143 lines deep
 - new type styling
 - new cover stock—20 pounds heavier
 - heavier, machine-coated body stock
 - letterpress printing
 - side-stitch binding
- More *Idea-Planned* editorial pages per issue
- More color in editorial pages... more color for advertisers
- Lowest rate per page per 1,000

Capper Publications, Inc., Topeka, Kansas

HOUSEHOLD

a magazine of action for small cities and towns

This is Toledo

...WORLD'S NO. 1 COAL PORT

The old saying, "It's like carrying coals to Newcastle", emphasized the British city's pre-eminence in coal. Today, that saying may well be revised to read, "It's like carrying coals to Toledo", for official figures recently released show that Toledo is now the world's chief coal port. Toledo has no wish to take top spot at the expense of the British coal mining and shipping industries, suffering from unduly arduous conditions ... We hope that Newcastle will regain lost ground in the near future ... but at the same time Toledo is justly proud of its importance as the leading coal port of the world.



...and this is the TOLEDO BLADE

TOLEDO BLADE

One of America's Great Newspapers

REPRESENTED BY MOLONEY, REGAN AND SCHMITT, INC.
MEMBER OF AMERICAN NEWSPAPER ADVERTISING NETWORK

Write for
"This is Toledo" booklet

Toledo's superb location gives it many advantages, as a point of concentration, manufacture and shipping of raw materials and finished products, and as the center of a region of great agricultural wealth. With its 555 diversified industries and the farm produce of the rich 14 counties forming the retailing trading area, Toledo offers in fact a "Double-Value" market ... a market fully penetrated by one paper, The Blade, with a coverage of which any paper might well be proud.

SALES MANAGEMENT

Kid Turns Calf into \$42,000!

Jack Hoffman, 15 yr. old, 6 ft. 1, Ida Grove, Ia. farm lad fed a calf as a 4H project . . . last October sold his American Royal grand champ for \$42,000 . . . steers readers right on raising steers: "You don't like muddy food; cattle don't either. You wouldn't like to push your nose thru ice to get drinking water; neither do they. You like an electric fan in the summer; so does an animal. You want clean quarters; stock thrives on them—a steer is a clean animal!"

Third generation, in a family which has won a rainbow of show ribbons, 15 grand championships in the greatest U. S. shows . . . Jack learned from his father and grandpa to buy the best feeder stock . . . treat four-footed friends with two-foot psychology . . . build confidence among steers by walking slowly in the feed lot, calling cattle with soft tones, never raising voice, until big bruisers lick his hand . . . puts red-clover in their bunks, and sprinkles with oats . . . introduces corn gradually . . . watches diet balance like a skilled nutritionist . . . when infrequent sickness occurs, passes out the sulfa pills and penicillin . . . believes that in farming, it's the little things that count, thoroughness, willingness to work . . . and proves that his philosophy pays by selling his prize products at fabulous prices.

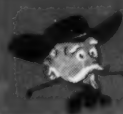
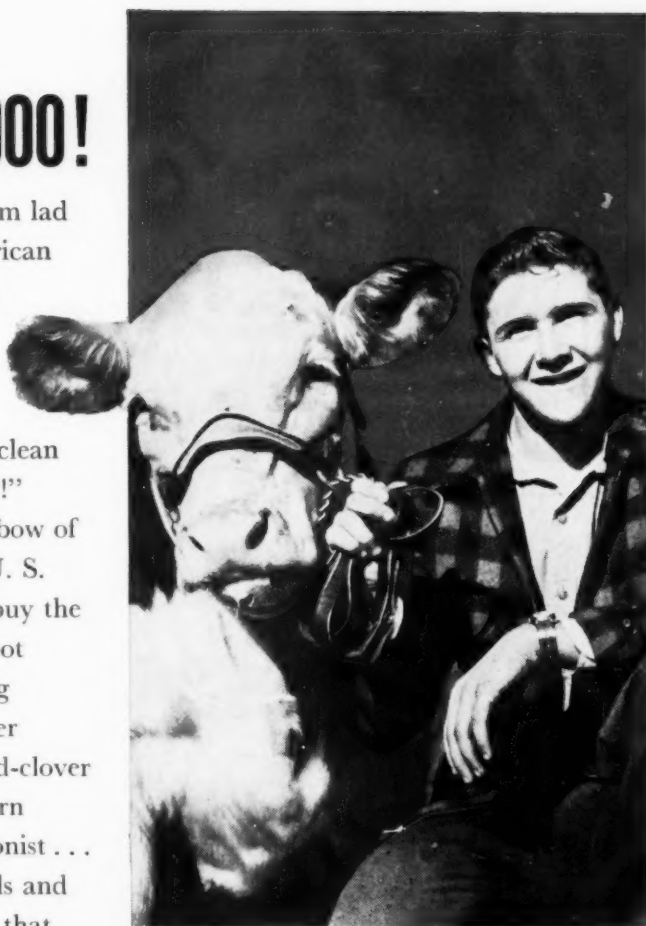
Advertisers with an eye for present and future farm market profits can profitably learn more about a future farmer and his family . . . Read "Managing and Showing Livestock", **SUCCESSFUL FARMING**, August, page 114.



Most Missed Market . . . Barely reached by general magazines or national networks, the nation's best farm market in the 15 Heart States . . . is penetrated deeply *only* by **SUCCESSFUL FARMING** . . . with 1,200,000 circulation among the best farmers, with richest soil, most productive methods, largest land, building, and equipment investment, highest cash receipts—the average SF subscriber in 1946 had gross income of \$7,860 (without govt. payments), \$3,252 above U. S. farm average!

With savings of the six best years in farm history, merchandise demands running to billions of dollars . . . SF readers are the best class market in the U. S. today . . . and no national advertising is truly national without this market and medium! Full facts, any office . . . **SUCCESSFUL FARMING**, Des Moines, New York, Chicago, Cleveland, Detroit, Atlanta, San Francisco, Los Angeles.

AUGUST 15, 1947



Bluegrass Blues...

Poets sing about bluegrass, but unromantic soil scientists term it a "weed". Ten year tests at U. of Wis. show alfalfa-red clover-bromo-Ladino pastures give 241% greater yield . . . and epicurean Elsie prefer it for mealtime snack, up milk production.

"Bluegrass is a Weed," **page 22.**



Powerful Profits...

Herb Hartwig, Denison, Ia. farmer, in Jan. '46 . . . went all out for electricity . . . now current at \$24.87 month saves two full time hired men formerly costing \$3,500 a year "We Hired Electricity to Work," **page 26.**



SELL-ective

ADVERTISING MEDIA ...that helps sell goods

Manufacturers (and their agencies) know that quick, efficient distribution of goods is imperative in order to maintain high productive capacity. They have learned to use media that go *directly* and *exclusively* to the buyer audience interested in *their* product.

That's why 4461 advertisers (manufacturers) and 1189 advertising agencies placed 12,292 pages of advertising in the Haire *specialized* Publications during the year 1946.

Each Haire magazine is the authority and leader in its field, with a roster of PAID subscribers who control the major buying power in that specific market.

Avoid waste of time, effort and money . . . choose the Haire Specialized Publication that covers *your* field . . . the SELL-ective advertising medium that helps sell *your* product.

**MORE effective because
they're MORE SELL-ective**



HAIRE

MERCHANDISING PUBLICATIONS

HAIRE PUBLISHING COMPANY
1170 Broadway, New York 1, N. Y.

New York • Boston • Pittsburgh
Chicago • Detroit • St. Louis
Los Angeles • Atlanta • London

WASHINGTON BULLETIN BOARD

New Market Reference Book

What is covered in Commerce's Regional Data Booklet?

The Department of Commerce has just issued a booklet: "State and Regional Market Indicators 1939-1945," designed to serve as a reference for marketing executives, the manufacturer and the distributor.

It provides a series of measures of the geographic shifts in economic activity during the complete war period, with yearly comparisons carried through from the base year, 1939. Geographic and economic series are set forth in 50 tables.

H. B. McCoy, Director of the Office of Domestic Commerce, states: "This report is one of several planned by the Marketing Division to serve as an aid to a better and bigger job of selling by private business.

"As we enter the postwar buyers' market for most goods, there arises a clear need for careful marketing and selling plans so that no segment of an effective market will be neglected . . . In order to keep our economy operating in high gear it will be necessary to intensify our sales promotion activities . . ."

The great increases in disposable income, production and consumption during the war years were not shared alike by all sections of the country, the report points out. Current statistical data are the basis upon which reliable sales potentials are built.

Copies of the study are available from the Superintendent of Documents, Washington 25, D.C., or from the Commerce Department field offices at 20 cents each.

Baby Boom

To what extent have war marriages increased the baby market?

It may seem far-fetched to take cognizance of the fact that there are more babies being born these days than ever before. But babies have a habit of growing up and as they do they need many things.

Now the United States Office of Education has brought out some in-

teresting statistics on this subject. For instance, the increase in births that immediately followed Pearl Harbor . . . babies born during 1941-42 are expected to provide 9 per cent more first year students at school next year.

In 1946, the total number of births reached a record of 3,260,000 and some say that this will be beaten in 1947. Anyway, the increase in 1946 over 1940 was about 50 per cent.

There were 17,047,539 babies born from 1941 to 1946 . . . which is 3,631,358 more than were born from 1935 to 1940.

Re Farm Prices

Will supported farm prices help to head off recession?

The question of a possible recession still occupies the minds of planners.

Now, the Department of Commerce makes the statement that farm price supports will strengthen the entire price structure and brake a possible slide-off, if one starts at any time soon.

Should prices of supported commodities fail to support levels, farmer income still would be as high as it was in the prosperous years of 1943 and 1944, the Department asserts.

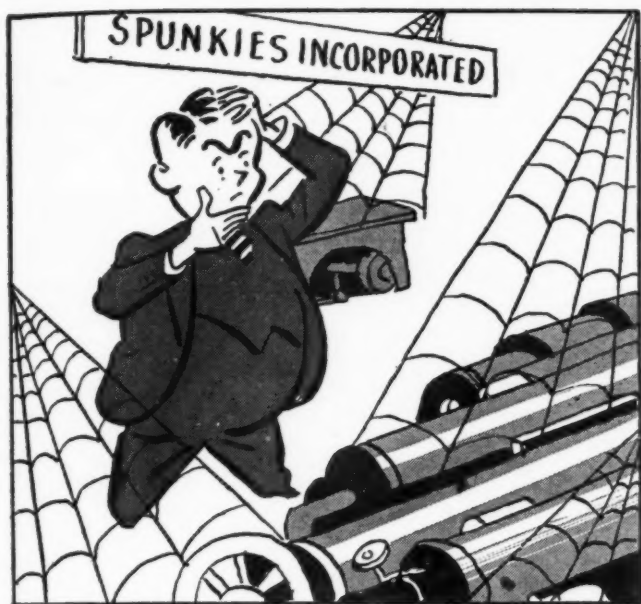
American farmers' income would still be about 20 billion. "Since farmers comprise an important market for consumers' and producers' goods, a continuing high level of farm income would act as a deterrent to falling non-agricultural product prices," Commerce assures businessmen.

A slow decline in farm prices would hold up industrial costs and industrial prices, as many farm products are industry's raw materials.

Prices received by farmers now are almost double the 1939 level. "The existence of legal price supports will not prevent farm prices from declining and possibly again taking the lead should a general move toward lower commodity prices be instituted, but it does provide farmers through 1948, with some insurance against the violent swings in prices and incomes that have occurred in the past."

SALES MANAGEMENT

OUT OF THE HORSE'S MOUTH *by Fritz*



If you, too, missed the news that Baltimore is 57,620* families bigger, get wise:

Now more than ever, to cover bigger Baltimore, you need the biggest paper — 194,063 City Zone circulation among 321,158 families, and the News-Post total circulation is 221,127.

*Sources: Director of Statistical Section, Baltimore City Health Department; Building Engineer, Baltimore County; Supervisors of Assessments, Howard and Anne Arundel Counties.

FOR 1947, MORE THAN EVER, IT'S THE

Baltimore News-Post

NATIONALLY REPRESENTED BY HEARST ADVERTISING SERVICE

AUGUST 15, 1947

Sioux City

IS PROUD TO BE
AMONG THE NATION'S
LEADING CITIES*

*Sales Management 1947 Survey of Buying Power. Further Reproduction Not Licensed



Sales Management's 1947 Survey of Buying Power ranks East Orange, New Jersey, first; Hartford, Connecticut, second; Portland, Oregon, third; and Sioux City, Iowa—FOURTH in per capita buying income. Sioux City is proud of its place among the leaders. It surpasses cities three and four times its size in many important aspects. It also ranks FOURTH in the nation in buying income per family.

The Sioux City Journal
JOURNAL-TRIBUNE

SIoux CITY, IOWA

GENERAL ADVERTISING REPRESENTATIVE

JAHN & KELLEY, INC.

New York — Chicago — Detroit
Los Angeles — Atlanta — San Francisco



Air Freight Up?

Are air freight rates going up along with railroad rates?

Air freight rates are coming down. A 25 per cent reduction in air freight rates has been made effective on 19 scheduled air lines . . . the Civil Aeronautics Board announces.

New rates will average 20c a ton-mile, compared with a previous average of 26½c. At the same time, new interline forms and procedures, including a uniform airbill, which serves as a waybill and a bill of lading, became effective.

Seasonal rate cuts are being advocated for air passenger traffic. Pan American has experimented in offering a 20 per cent discount in fares to Latin America during the summer "slump" months. Company claims it has been able to maintain a load factor at above 60 per cent, compared with 40 per cent last summer.

Now, a somewhat similar rate reduction is being proposed for the North Atlantic crossing during the winter months. This will come before the International Air Transport Association, which governs routes between the United States and Europe, when it meets shortly.

It follows the line of the steamship companies which have had featured "seasonal" fare reductions.

Congress and Rising Prices

Why doesn't Congress take action on rising prices?

On the last day of its session, Congress authorized the study of rising prices. While no definite Congressional action can take place until the next session, an investigation will get under way by mid-September.

Regional hearings are tentatively scheduled in 15 cities. Sen. Ralph E. Flanders (R., Va.) is chairman of a six-man Eastern sub-committee which will hold hearings in Boston, Philadelphia, Richmond and Atlanta.

Rep. George H. Bender (R., Ohio) will head a sub-committee in Cleveland, Minneapolis, Kansas City, Dallas and possibly Chicago.

The third group, under Sen. Arthur V. Watkins, will visit Los Angeles, San Francisco, Salt Lake City, Denver and Portland or Seattle.

Findings of the three sub-groups will be correlated into over-all committee recommendations to be presented to Congress by February first. In addition to determining underlying causes for price rises, the sub-committees will study the effect of government buying on some of them.

SALES MANAGEMENT



There's been no recess for **MADemoiselle**



A glance at the advertising lineage figures for the first six months of 1947* reveals that "there's been no recess—for MADemoiselle."

MADemoiselle sells merchandise, and 377 leaders in the fashion industry knowing this, took a record-breaking amount of advertising space in the August issue. Increased lineage—a record-breaking August issue—spells no recess for...

MADemoiselle

*PRINTERS' INK 6 month totals for 1947 show a GAIN of 38,610 lines for MADemoiselle over 1946... Advertisers' endorsement for MADemoiselle's selling record.

The magazine for Smart Young Women • A Street & Smith Publication • 122 East 42 Street, New York

AUGUST 15, 1947

31



No Matter Who Runs the Newspaper Advertising ... or Where ... An ACB Research Service Puts It on Your Desk

The chances of your seeing an important new test campaign in a distant daily newspaper are extremely remote—unless you are a subscriber to ACB's Research Service. Then you will see it without fail.

In ordering this ask for "Schedule Listing Service." It is one of twelve ACB Research Services which are fully described (including basis of charges) in the new catalog.

Several of ACB services are useful in future planning. They collect the new ideas in advertising and selling. Still other services are indispensable in showing merchandisers how their dealers are cooperating—how your dealers compare in advertising effort with the dealers for competing lines.

You will find this new ACB Catalog of Research Services useful and of absorbing interest. Ask for your copy today.

ACB

The

**ADVERTISING
CHECKING BUREAU
INC.**



SEND FOR ACB CATALOG

Describes 12 ACB Newspaper Research Services including Dealer Tie-in Reports; Specified Tearsheets; Advertising Allowance; Schedule Listings; Scrap Books; Mat Analysis; gives details; cost, coverage; list of users. Write today.

NEW YORK (16), 79 Madison Ave.

CHICAGO (5), 538 S. Clark St.

SAN FRANCISCO (5), 16 First St.

SALES MANAGEMENT



The boy stood on the burning deck
whence all but him had fled—



(until his mother quenched the flames
by drowning them in bread!)*

*apologies to Felicia D. Hemans

Ever notice how a woman can think of a hundred things to do in little domestic emergencies that leave her startled Better Half wringing his hands in indecision? We suspect this is an acquired characteristic—acquired because she goes through life seizing upon every scrap of living lore that comes her way and storing it up in case she can ever apply it personally.

This quest extends from ways to keep the house from burning down to ways to keep the in-laws from burning up. And she pursues it endlessly—especially in the magazines she chooses to read.

We like to think that the extraordinary success of our magazine springs from a recognition of this omnipresent feminine characteristic.

We think that in the Journal, women find more values for living. And since they read to live, many advertisers tell us they believe their messages in the Journal share this special living scrutiny.

"Never Underestimate the Power of a Woman" may have started as a solo; today it is practically a chorus.



ladies' home
JOURNAL



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ladies' home
JOURNAL

What do YOU call it?

★
"Free Enterprise" ★

★
"American way
of life" ★

No matter what you may call it—most Americans believe in it!

But right now, forces from within the country as well as without—ranging all the way from complacent indifference to highly organized propaganda—are tending to alter, to disparage, and—yes—even to destroy the ideals which made America great and which, if supported, can keep America great.

THE AMERICAN MAGAZINE is quick to spot these un-American evils and "isms"—and put the finger on them. We are seeking them out, one by one—exposing their threats to American life and business—and flood-lighting the scene with the clear truth that has always guided America's true citizens in time of crisis.

In the past year alone, 26 such articles have been featured in THE AMERICAN MAGAZINE. And this alertness is no new-born virtue. For nearly forty years, THE AMERICAN MAGAZINE has fought for American ideals.

Thus, over the years, it has built a special character and reputation which make THE AMERICAN MAGAZINE's audience one of the most responsive in the whole field of publishing. To demonstrate this, we have prepared a presentation which tells the unique story of what we are now doing to safeguard American life and business.

This presentation bears the same title as this advertisement. If you'd like to see it, let's make a date.

★
"Human
Freedom" ★

★
"Capitalism" ★

★
"The Profit
System" ★

★
"Democracy" ★

The
American
Magazine

250 PARK AVENUE, NEW YORK 17, N. Y.

The Crowell-Collier Publishing Co., New York, Publishers of The American Magazine, Collier's, and Woman's Home Companion

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SIGNIFICANT TRENDS

As seen by an editor of SALES MANAGEMENT for the fortnight ending August 15, 1947

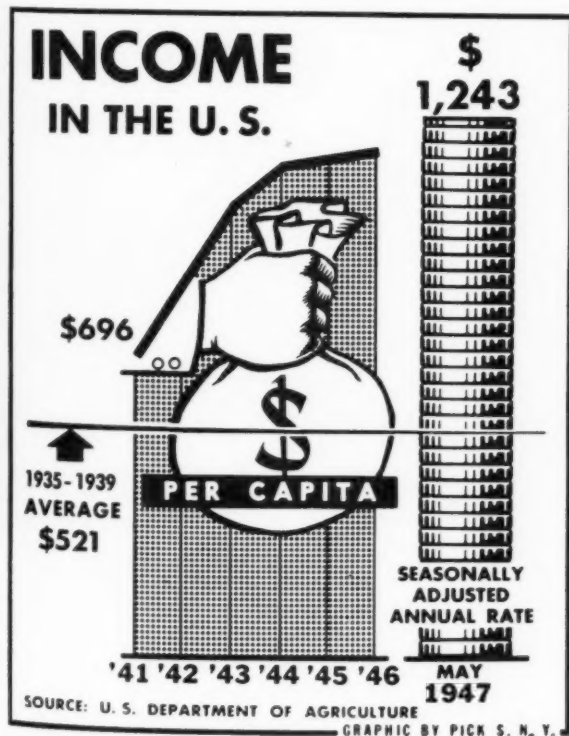
SALES RUNNING AHEAD OF INCOME

Some years we under-spend; other years we are carried away by optimism and over-spend. When income payments and retail sales are reduced to index numbers and plotted on graph paper we find that the two lines tend to remain fairly close to each other.

But war years are an exception. Income soars 'way above sales. That's what happened from late 1941 to mid-year 1946. Early in 1945 the income index was 245 and retail sales only 181, the base years for both indexes being the 1935-1939 average. All that time—five years—we were under-spending.

About twelve months ago the picture changed. The combination of more plentiful merchandise and soaring prices caused the retail spending index to shoot through that for income payments, and that is the picture today. We are heading for a period of *much* tougher selling unless income spurts ahead and/or retail prices move sharply down.

Readers interested in the relationship of business activity as measured by the factors mentioned above, plus industrial production, industrial stock price averages, wholesale prices and liabilities of failures should ask A. M. Sullivan of Dun & Bradstreet, Inc. (290 Broadway, New York) for a copy of their chart, "Business Activity in the Critical Years 1939-1946."



IT IS HIGHER on a per capita basis than ever before, but the retail sales index (see first item above) is higher than income index, that spells t-r-o-u-b-l-e if long continued.

AUGUST 15, 1947

WHO'S STUCK ON REDUCED PRICES?

Current indications are that manufacturers who reduce prices will not leave the retailers holding the bag—at least to nowhere the extent that was true in the early Thirties. Some are handling it with free merchandise, such as Eversharp. Some are giving a long advance notice, such as General Electric's 60-day warning that dealers should move their stocks of water-proofed heating pads because improved products at lower prices will be shipped late in August.

The F. L. Jacobs Company, makers of Launderall, promises a cash readjustment if prices are reduced, with the readjustment being "to the extent of the difference between the price paid by distributors and dealers for such Launderalls at the present prevailing price and the reduced price after such reduction." . . . Stromberg-Carlson executives have notified distributors and dealers that no price reduction is *contemplated*, but that if anything unforeseen turns up that would force such a step, each dealer will be given private notice at least 30 days prior to the move.

BUSINESS MEN ARE EGOTISTS

Apparently most of us feel that we can run our businesses more intelligently and efficiently than our friends and neighbors can run theirs. The new semi-annual Executive Forecast of *Fortune* magazine shows that for the last half of 1947 only 26% of the 28,200 businessmen polled expect the general business outlook to be better or little changed as compared with the first half, but more than twice that number—58%, to be exact—expect that their own businesses will be up or no change in gross sales, and 48% say that this will be true also of net profits.

In answering a question about possible cutting of prices there was a sharp cleavage between the makers of hard and soft goods. Lower prices were anticipated by the makers of 19% of capital goods, 23% of consumer hard goods and 42% of soft goods. It seems that the closer the executive is to the consumer (and perhaps to whatever consumer resistance there may be) the greater the likelihood that he is contemplating lower prices.

A NEWBURYPORT VARIATION

The much publicized Newburyport plan fell flat on its face because retailers could not replace their stocks at lowered prices. Now comes Bernice Quality Foods, Inc., a New York distributor with 5,000 retail outlets and 2,350 items with a price reduction plan which cuts prices down the line.

Six weeks ago their 61 salesmen started out with new price schedules calling for cuts up to 10% on the entire line, and to help the retailers bring the housewife into their stores they requested that this price cut be passed on to the consumer.

After one month of operation they surveyed the results.

70% of the retailers had cooperated in the price cut; 90% of the stores that did so "had so increased sales by this move that their profits from the larger turnover more than made up for the reduced markup."

Skeptics are asking whether Bernice will be able to continue their plan of operation if *their* suppliers do not in turn reduce prices. The Newburyport fiasco proved that reductions can't be lasting unless all factors in the distribution process are willing or able (or forced by economic circumstance) to cooperate.

PRICE FIXING AND MONOPOLY

Hardly was the ink on the June 1 issue of SM, which told how the Federal Trade Commission had stopped Eastman Kodak from setting retail sales prices on Kodachrome, when the FTC reversed itself. The order was issued originally on the contention that Eastman's color film was not "in free and open competition" as required by all fair trade laws. The situation is now changed by the entry of Ansco into the color film field, but the FTC still holds in effect a portion of the original order banning the establishment of minimum selling prices on Eastman's magazine film, either color or black and white, for motion pictures.

TEST OF AIR VERSUS AUTO TRAVEL

The Butler Manufacturing Company, Kansas City fabricators of aviation buildings, has demonstrated by test to its own satisfaction that air is superior to automobiles as a travel medium for their salesmen. In a three-week experiment with a four-place NAvion, furnished by North American Aviation, Inc., the salesmen flew over their sales territories normally made by automobile.

During the 24 days they flew 55 hours and 37 minutes,

and covered 6,447 miles. The entire operation cost \$341.93 for gasoline, oil, storage, maintenance, landing fees and complete hull insurance. Neither depreciation nor interest on investment were considered. Costs on this basis were .053 cents per mile. These figures were placed against the yardstick of previous automobile operations over the same territory. Highway mileage added up to 6,989 miles against 6,447 air miles. Auto expense would have been 7 cents a mile, they figure, or \$489.23 compared to the \$341.93 operating cost for the plane.

The greatest saving is in time, and time, so the Butler officials agree, "is an item that more than compensates for the additional costs of the plane. Normal delays caused by weather and mechanical problems can be utilized by the salesman in contacting additional customers in the immediate vicinity." Their salesmen also observed that "reception was far superior to that received when traveling by automobile. Another advantage of the airplane is its advertising value, which it is almost impossible to compute."

In computing comparative costs SM feels that the Butler people should include depreciation and interest on investment, and also pilot's salary and expenses, since it is highly unlikely that each individual salesman will hold a pilot's license. Measure *all* the costs against the tremendous time saving and the prestige and advertising factors and then decide which is best.

SIGNIFICANT SHORTS

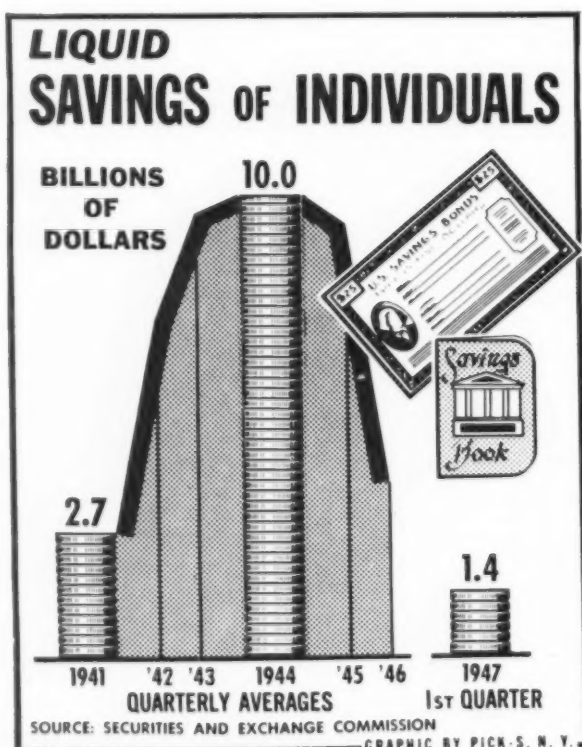
How many companies have sales quotas?

According to a survey just made by the National Industrial Conference Board sales quotas for individual salesmen are used in slightly less than half of the cooperating companies. Sounds like a shockingly low percentage.

In these days of dumb store clerks: it is more than ever important that manufacturers attach to their merchandise a booklet, tag or label which compensates for the lack of information in the minds of most store clerks. But go on a shopping tour and see how seldom do you find anything of this sort. Carl Ruprecht of the Underwood Corp. has just released a striking example of a simple and down-to-earth folder on Underwood Portables which accompanies each machine and is designed for reading by the clerk or the customer or both. It illustrates and describes nine special features of the machine and is called "To Remind You."

Memo for your salesmen: The National Sanitary Supply Association does an excellent job of helping its members do a better job of managing, directing and training their sales forces, and in one of their recent house organs I came across the following excellent advice . . . "DON'T BE AN INCIDENT—be an event! Too many salesmen make calls, leave a card or literature and five minutes after they have left the buyer, the buyer forgets all about him, his firm, and files his literature or card in the waste paper basket. This type of salesman is a mere incident. The other type of salesman is an event. Everyone remembers him. He had a message to deliver and he DELIVERED. If he left literature, he sold the *importance of the literature* so that it was preserved. He may not have received an order, but he did make progress . . . He sold himself, his firm, and eventually he'll sell his product. He was an *event* not a mere incident in the life of a busy buyer!"

PHILIP SALISBURY
SALES MANAGEMENT



WE NOW ARE SAVING LESS than before the war in dollars, and *much* less as a percentage of our gross income. Savings on retail sales, or both, will probably take a further licking as rents are increased under the new law.

How Can We Help Workers Grasp The Truth About Profits?

BY KEITH POWLISON • Vice-President and Controller, Armstrong Cork Co.

Employees are dizzy with misconceptions about corporate earnings. We must find ways to pierce the fog of their misunderstanding, or the man in the street will continue to think of enterprisers as usurers and robber barons.

During the months that immediately followed V-J Day, strikes dotted the American scene like pins on a sales manager's map. They occurred anywhere and everywhere. No industry escaped the blight of labor dispute.

When businessmen congregated in those dark days, this lament could be heard: "Our employees do not appreciate us. They do not know the problems of business and industry. They simply do not understand."

The American businessman, whatever his faults, has never been one to sidestep responsibility. He is by nature aggressive. When a problem presents itself, he immediately seeks its solution. In this case the solution appeared obvious. If the people do not understand business, then business must explain itself to them. American free enterprise must tell its story. It is a good story, a glorious story. It can and must be told in every hamlet and town, in every village and city throughout the length and breadth of the land. If the people are given the facts about business and industry, they cannot help but understand. When they understand, they will cooperate. We shall then have industrial peace and prosperity.

The Job Must Be Done

I am sure there are few business and industrial leaders today who will question this estimate of the industrial situation, this reasoning, or this reasonable plan of attack. I am equally sure that there are hundreds of industrial relations and personnel men in industry who fervently wish the job could be done as easily and quickly as it can be stated.

Since the job must be done, the real question then becomes, How shall it be done? How can business tell its story? How can public and employee misconceptions be corrected? How can the facts be presented?

Unfortunately, there are no easy answers to these and similar questions. As many different viewpoints about how to tell the story exist today as there are real and professed experts in the field of industrial and public relations. The disagreement on how to do the job is as complete as the agreement that it should be done.

Basically, the problem of explaining the facts of business to the general public and to employees is one of communication. As such, it would seem not too difficult in this advanced scientific age. Man has more media of communication at his command today than ever before in history. He has daily newspapers and magazines in profusion. He has books by the thousand. He has newsletters and special services that purport to give inside information. He has his own vocal chords—which have served him well down through the ages—but which can now be amplified over a public address system or broadcast by radio for the world to hear. He has innumerable devices to record his voice and play it back with remarkable fidelity. And he has sound slide films and motion pictures which have great power over human emotions.

Perhaps we are over-communicated. Perhaps too many groups are trying to tell too much to too many people. Certainly, many current misunderstandings can be attributed to the fact that we are constantly exposed to more points of view than we are able to fit into our own opinion patterns, either logically or emotionally.

Yet, the practitioners of the art of communication—our advertising and promotion people and our public

relations specialists—daily prove that information can be transmitted effectively even under these adverse conditions. Intelligently planned and executed advertising campaigns offer great assistance in the merchandising of products. Public relations men, planning their campaigns just as carefully, are merchandising abstract ideas with equal effectiveness.

It is interesting to note, also, that the number of public relations men has greatly increased during the past year and a half, due largely, I think, to the cry for help which business and industry issued. The public relations men stepped forth and said, in effect, "We will tell your story to the people."

Improve Employee Relations

In my opinion, however, there is possible danger in placing too much emphasis upon public relations, as such. We tend to regard the public as a group apart from the people we know and with whom we associate. The employees of our own company and of other companies comprise a large segment of the general public. If a thorough job is done in improving employee relations—if we can get the facts of business to our own employees—the public relations problem will, in large measure, solve itself.

Sharing information—sharing the facts about business—with employees is an undertaking of great scope. There is so much information, and much of it is so detailed, that anyone faced with the problem of developing an information-sharing program hardly knows where to start. Furthermore, no one, not even in management circles, has a complete grasp of all aspects of business and its relation to the economy of the Nation. This further complicates the problem.

However, it is my purpose to discuss only one specialized phase of such an information project—the sharing of financial information with employees, or more precisely, the reporting of corporate profits.

It is frequently forgotten today, in the somewhat hectic rush to share information with employees that many companies, including my own, have been making regular financial reports

PART I

The second installment of Mr. Powlison's article will appear in the September 1 issue of SM.

to employees for many years. Some corporations have been following the practice for more than 20 years.

In our own case, we first issued an employees' report a decade ago. It was a separate booklet specially prepared. Later, when an employees' magazine was instituted, the report was carried as a feature article in it. This year we returned to the practice of issuing a separate booklet, but made it more attractive in format and more easy to read than our original attempts.

You may well ask if our reports have been successful. Have our employees welcomed the information? Having secured it, do they now have a better understanding of the business? In general, the answer is "no." A small nucleus of interested employees apparently read the reports, but most of our people are apathetic, disinterested.

Why the Paradox?

The employees of many other companies appear to be equally indifferent to the financial information given them.

Why this paradox: the disinterest in the figures, on the one hand, and the persistent allegations about corporate profits and ability to pay, on the other hand?

It is conceivable, of course, that the lack of interest stems from the feeling of many workers that they can't do anything about it—the sort of hopeless, helpless sense of futility that many conscientious citizens feel about the size of the Government debt. Life is too short to worry about it anyway. But this can hardly be the only, or even the principal, reason for the lack of interest in the published company figures. Is it not also possible that management's efforts to share financial information with employees have been so ineffective as to defeat their own purpose?

It would seem that the latter possibility is more nearly the true situation. If not, then our original premise that employees will understand when they have the facts is entirely incorrect. Perhaps so, but it is more logical to believe that though the forms of communication exist, true communication from management to employee does not.

How badly the attempts at financial communication have failed is indicated by the results of a survey recently conducted by Opinion Research Corporation for the Control-ership Foundation. Purpose of the study was to determine the public's acceptance of the facts and figures of business accounting.

Some rather surprising information

was given by the people polled in answer to the question: "What things do you yourself go by in deciding how much profit a company makes?" Twenty-three per cent said they judge the profit of a company by the price of its product. That is to say, if the price is high, then the profit is high also. Eleven per cent claimed they estimated a company's profits by the volume of business it seemed to be doing. According to the study, these are the two most important determinants of public opinion about corporate profits. However, many other determinants were cited. Some people said a company was profitable because it was building new plants; others because it paid executives high salaries. Still others thought a company was profitable just because it was big, or produced sub-standard goods, or gave poor service, or paid worker benefits such as group insurance and retirement income, or could afford to employ workers who didn't seem to be busy.

These are, of course, wholly illogical bases for estimating the profit of business, yet they are the ones the public uses. This discovery apparently astounded the researchers who conducted the poll, for in their report was the flat statement: "The public acts, not upon facts, but what it believes to be facts."

If this assertion is true—and the evidence is incontrovertible—then there is reason to hope that the public and employees will act on the true facts if and when they are communicated. I repeat here the recurring theme of this discussion—the lines of financial communication are down even though they have been strung.

Serious-minded controllers who read the report of the opinion poll may well wonder what has been accomplished by publication of detailed financial statements that require countless hours of painstaking effort. The public doesn't read them any more than employees read the special reports prepared for them. Nor do the people appear to be greatly interested in any form of financial information. The opinion survey indicated that only 6% of the people read the financial pages of newspapers.

If the channels of financial communication are clogged, what is the cause? A school of thought, which is rapidly gaining in popularity and acceptance, holds that the reports are not read because they are dull, stodgy, and difficult to understand. Advocates of this point of view believe that the corporate annual report should be made a thing of beauty and a joy forever. It should combine the art of Norman Rockwell with the

folksy prose of the late Will Rogers. It should be colorful. It should be brief. And above all, it should be so easy to read that a child can understand it, even unto learning the truth about earned surplus.

Perhaps these disciples of the printed word, the lucid expression, and the graphic statistics are right. Perhaps our financial reports have failed to communicate the facts because of the form in which they have been presented. Certainly no one can deny that until this current crop of artistic and typographical marvels appeared, the reports were generally couched in the language of the lawyer and accountant, and suggested the era of Scrooge and Marley. There was room for improvement.

The argument in favor of the change of form seems logical enough. It goes something like this: The reports are not read because they appear uninteresting. Valiant souls who do attempt to read them, give up because the going is too tough. Reading the whole report takes more time than the average person wishes to devote to it. Therefore, the solution is to wrap the same facts in an attractive package to lure more readers. Write it so it's easy to read and keep it brief to conserve readers' time. The assumed objections to our old-style reports are thus eliminated and the problem is solved.

New Forms Are Tried

There is also a partisan group within the new school of thought which devoutly maintains that no printed report will ever do the job. These partisans—while agreeing with the others in basic principles as to interest, simplicity and brevity—insist that most people do not read—they listen. Their solution is to present the financial report in a motion picture or sound slide film. These two forms of communication, they say, put the facts across even to an apathetic audience. There were some notable examples of the use of these media this past spring and, I understand, more companies are planning their use in the future.

One other type, also becoming popular, is the cartoon annual report. It allegedly combines the advantage of the printed report (i.e., ease of distribution) with many of the admirable qualities of the motion picture and sound slide film report. Its adherents claim that nearly everyone reads the comics in the newspapers. Therefore, if the report is a comic it will be read.

It is much too early, however, to determine with any degree of accuracy whether these many new forms

hold the answer to the problem—whether they will put the financial facts across. Early returns indicate they are enjoying a measure of success. One company which used the cartoon treatment has reported employee readership of over 50%. Best previous readership was something less than 10%. The change of form apparently brought results.

But it would be interesting to know precisely what impressions of profits, sales, depreciation, etc., the employees of that company gained from the cartoon report. Do they now accept as fact a profit of 5 or 6% on sales, or do they still share the popular misconception that corporate profit is in excess of 25%?

Frankly, I am inclined to believe

It is my contention that this situation is so serious as to warrant the attention of the best brains in management. It is not receiving this attention today, except at isolated points, even though the lip service is great and the surface excitement is intense. Rarely do we find the top management of a corporation attempting, through objective analysis and honest study, to discover the solution to the problem. Much more frequently do we encounter the brash excitement and try-anything-once attitude which help management solve the many less complex problems, such as raw material shortages and transportation difficulties.

There is a great tendency to employ techniques that someone else has

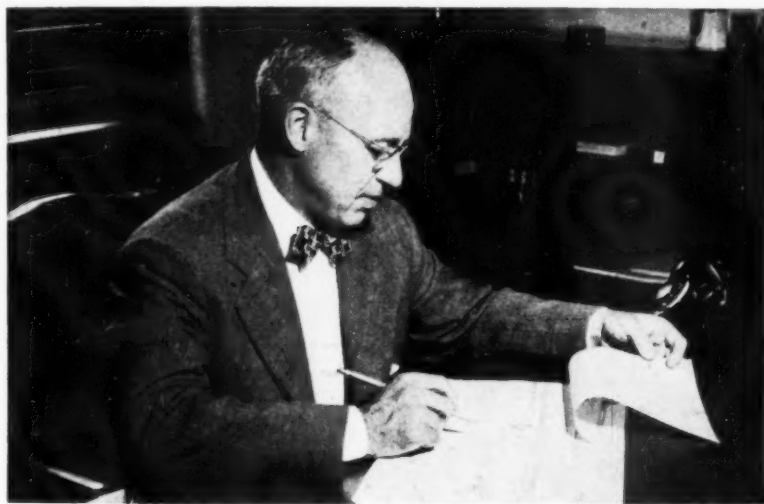
tional techniques in an all-out effort to sell the company to employees. On every side we hear it said that business has done an excellent job of selling products to the general public by market analysis, intelligent advertising, and intense promotion. At the same time we hear the charge that business has done a poor job of selling itself to its employees and the public. It is suggested that business should sell itself with high-powered promotion. The logic of this is said to be that since promotion sells products to the general public, it will also sell a company to its employees.

This conclusion is not entirely illogical, yet we must question it as whole truth. Will the high-powered promotional techniques, which work so well in merchandising products, do an equally effective job on employees? It is conceivable that the techniques can be of great assistance in presenting facts clearly and interestingly, but will their use change the opinions and attitudes of the majority of employees.

The job of selling products to the public is not strictly analogous to the task of selling a company to its employees. In the former instance, the persons most influenced by the promotional effort are generally those who have not had what we shall call "product experience." For example, a man who has never owned a certain make of automobile is more likely to be influenced by advertisements of that make than is the man who has owned one. If the man who owns the automobile has had particularly bad experience with it, no amount of advertising is likely to make him want to buy another. In applying the promotional technique to employees we encounter just such a situation. The employee has daily "product experience" with his company. He knows what his job is like and he needs no one to tell him. If he thinks it's a bad job because experience has proved it to be, then no amount of advertising will convince him that it's good, or that his company is wonderful.

Is the promotional technique then the answer to the problem of financial communication? It is possible that it is part of the answer, but we should not blithely assume that it is the complete answer.

The lines of financial communication are down. To restore them will take concentrated effort based upon sound, and above all, objective analysis. If we are to discharge our responsibility as managers, if we are to exercise stewardship over the affairs of business, we must see to it that the task is approached with intelligence, resourcefulness, and determination.



KEITH POWLISON: "The lines of financial communication are down."

that employee opinion of profit is unchanged, despite the cartoons. Getting the people to read the "facts" is one thing. Getting the people to believe them as "facts" is quite another. I may be unduly pessimistic, but for justification of this view, I cite again the Controllershship Foundation survey. One of the most startling findings was the information that 45% of the people think that corporations make more profit than they report. The implications of this are indeed serious. The integrity of corporations is questioned notwithstanding certified audits and legal safeguards.

The researchers showed the people the financial statement of a well known and reputable company reporting a loss, then asked if they thought the figures were correct. Thirty-nine per cent said the figures were "probably true;" 34% thought them "probably untrue;" while 27% had no opinion. The doubters and those with no opinion represented the majority.

tried and pronounced good, with little thought as to whether the technique is applicable and little knowledge as to whether it is actually good. As a result, the approach to the problem is quite haphazard, and much time and money are wasted on fruitless effort. New ideas are put into effect almost as soon as conceived. Little effort is directed at attempting to determine whether they will improve or harm management-employee relations. Some ideas are quickly justified by such surface reasoning as that cited in support of the comic strip treatment of the annual report. Management, says Peter Drucker, is constantly searching for panaceas and quick cure-alls for business ailments.

A good many students of the industrial situation—both academic and practical—feel that management often reasons fallaciously in making decisions that effect employee relations. One example may be the current move to use advertising and promo-



Model Farm Is Training School For Ralston Purina Salesmen

BY KENSINGER JONES

Here's practical sales training. These men who sell animal feeds see for themselves what scientific stock feeding can do for farmers. Their week-at-the-farm tops off six months of study in stores, on the road, and at the mill.

On the edge of the Missouri Ozarks, there's a 738 acre farm that's a sales training school. It's the Ralston Purina Company's research farm where some 17,000 birds and beasts demonstrate results of using Purina animal feeds, and farming by Purina's four-checker plan. Here Ralston Purina salesmen-in-training, dealers and customers can see for themselves sleek, productive farm animals and poultry. This is calculated to give salesmen a product confidence they could never gain in classrooms nor from charts and lectures.

The Ralston Purina Co., St. Louis, Mo., is the Nation's largest manufacturer of livestock, poultry and specialized animal feeds. There are hundreds of Purina salesmen, and

thousands of Purina dealers throughout the United States, in Canada, and in countries south of the border. All salesmen, and many dealers have been guests at the research farm.

To understand the way this school for salesmen has developed, it's necessary to know the sales problem confronting a manufacturer of feed. Ralston Purina recognizes that the only reason farmers will buy commercially prepared animal feeds is because such feeds increase the productivity of livestock or poultry. Executives are also aware that even the best feed devised through years of research will not cure sick animals, nor strengthen inherently weak lines. So Ralston Purina has developed a "four-checker" plan which is com-

pared to a table with four legs. A weakness in any of the four parts of the plan will upset the balance of the whole, and neglect of any phase will endanger the success of livestock or poultry operations. The "four-checker" plan calls for:

1. Careful and selective breeding so that the farmer starts with strong, healthy animals.
2. Sanitation to prevent disease.
3. Sound management . . . properly constructed buildings, adequate equipment, systematic records.
4. Proper feeding through all stages of growth and production.

This is the basis on which all Ralston Purina salesmen and dealers work, the thinking in back of every sack of feed sold. In order to thoroughly understand this "four-checker" plan, the company believes it necessary to see it in operation, and that's where the company's research farm becomes a sales training school. All Purina salesmen are put through a six months training course before they actually go to work. This includes time in a dealer's store, weeks on the road

SALES MANAGEMENT

WHAT MAKES 'EM GROW SLEEK? The answer is sales ammunition for Ralston Purina salesmen-in-training and dealers. What they see for themselves on their week's stay at this experimental farm (left) builds product confidence and enthusiasm for results which they can pass along to customers. Better feeding equals better beef (below).



with an experienced salesman, classes at the company's mills in St. Louis and a week at the farm near Gray Summit, Mo. As most Purina salesmen have some agricultural background, the sights, sounds and smells that greet them at Gray Summit are not entirely new to them. But the modern efficiency, cleanliness and scientific animal care and feeding are an education in the arts of agriculture. In spotless barns and buildings they see carefully designed feeders and brooders (sold in Purina stores), they get a look at animals protected from disease by insecticides and fungicides (manufactured by the company) and they see the results of proper feeding (with Purina chows). To graphically illustrate the importance of feeding, a comparative system is used. Animals of the same age are kept in adjoining pens or stalls. One is fed a scientifically balanced ration, the other a ration deficient in some components (but comparable to feed used on many farms). Differences in weight and health are obvious, with the lucky animal that has lived

on a Purina balanced diet many weeks ahead of his brother in physical development. To further point up the results of breeding, sanitation, management and proper feeding, long-time records are available. They show, for instance, that the farm's Holstein dairy herd has steadily increased its milk output during the two decades since the farm was opened in 1926. At that time, the average cow gave 6,800 pounds of milk per year, and today that figure has risen to 12,000 pounds. Other sets of figures illustrate how porkers can be fattened quicker, how hens can produce more eggs, how the fur on domestic foxes will be heavier if they are given the proper diet.

The combination of recorded results and living evidence builds genuine product confidence among Purina salesmen, gives them an enthusiasm that they can pass along to the dealers and feeders they contact. During the week at the farm they are given on-the-spot lectures by experts in animal husbandry and poultry care, and the information they receive helps

them to help the farmers they will serve as salesmen.

With this farm training as a starter, most Purina salesmen become proficient advisors on farm problems, and pass their knowledge along to dealers. Through the years farmers throughout the Nation have come to regard the men who are associated with the Purina checkerboard square as valuable consultants. The company backs up advice to farmers with blueprints for efficient farm buildings, planned records to make farm management easier, both of which are available from salesmen and dealers. More than that, trips to the research farm are encouraged, and Purina chow feeders from all the 48 states make pilgrimages to Gray Summit to see the "four-checker" plan in operation. Before the war curtailed travel, the average number of visitors each year was 10,000, and the company expects between 15,000 and 20,000 per year during the next few years. An idea of the value of the farm as a means of direct selling can be obtained by looking at the roster of a recent group of visitors. Sixty dairymen from Florida and Alabama were included, and their combined herds totaled more than 6,000 cows. If these visiting farmers all become Purina feeders, it means a lot of selling has been done for the dealers in their part of the country.

In addition to direct selling and sales training the research farm serves another, more subtle, purpose. A tour of its acres is part of the training course for all of the employees of the central office and mills in St. Louis. Stenographers, office boys, mill hands, researchers, elevator operators, all learn why their company exists, through a trip to the farm. They're impressed with the fact that in the final analysis every company employee is working for the farmer, helping to make the livestock and poultry industries more profitable through manufacturing finer feeds.

Salesmen, dealers, employees, customers and just visitors are alike impressed with what they see at the Ralston Purina research farm. The ducks have a succulent look while they're still wearing feathers; the turkeys are plump all year around, not just at Thanksgiving and Christmas; the chickens lay bigger, better and more eggs. Beef cattle, pigs, and lambs have a well-fed look, and milk cows are completely contented. In clean airy kennels, thoroughbred dogs with shiny coats reflect the results of proper care, and in other pens silver foxes, minks and chinchillas demonstrate how proper feeding will make more beautiful fur coats.

Brown & Bigelow Shoot the Works On \$100,000 Prize Contest

BY LARRY FITZMAURICE

Faced with the top-management problem of swinging into an "earned" order program from the five-year era of "gift" orders which has now become history, Charles A. Ward, president and general manager of Brown & Bigelow, St. Paul "Remembrance Advertising" and calendar house, threw the prize book at his 800-man sales force on June 1st when he broke news of his company's 1947 sales promotion contest—the 100 Grand National.

Mr. Ward tossed a merchandise contest in the lap of his sales personnel, with over \$100,000 in awards

for the winners. Unusual feature of the contest is that every one of B&B's 800 salesmen can be a winner. Final cost of the promotion could easily mount to \$200,000 since the contest is based entirely upon the individual ability of each salesman (except for the grand awards)—*and not as a competition between them.*

When plans for 1947's projected sales drive were in the blueprint stage, the promotional aspects of a contest as a sales stimulant was thoroughly analyzed by Mr. Ward and his executive committee, in the belief that if a contest was started, it would have to be exploited to the fullest degree. Only in that way could costs be justified. At the start, Mr. Ward issued two mandates: (1) Every salesman, novice or veteran, must

have an equal chance to win. (2) All prizes must be purchased locally at retail prices.

Brown & Bigelow's Sales Department is divided into six different departments: calendars, leather, novelties, direct mail, playing cards, and engraving. The first step, then, was to analyze sales in each of the six departments thus far in 1947, and then decide what was needed in each line to obtain the business wanted in that line for the entire year. The figures which resulted were the basis for the individual departmental quota and for the company's over-all quota in the 24-week contest.

Individual sales records for 1946 were analyzed by the sales manager in charge of the applicable region, and the 1947 promotional quota for each man was developed in each department from those figures. To be even more fair, the territory assigned



KICK-OFF: Bob Terhune (l.), sales promotion manager, springs the B&B 100 Grand National Contest on 32 surprised branch managers. Below, one of the first mailings to the salesmen. Right, the press interviews P. W. Atkinson, v.-p. in charge of sales promotion as he sits on the fender of a 1947 Buick—one of the awards in the B&B contest.



"Hocus Pocus"

YOU DON'T HAVE
TO BE A
MAGICIAN



TO WIN THIS
GRAND
AWARD



ALL IT TAKES
IS A LOT
OF CALLS



AND A HECKUVA
PILE OF WORK !!!



The 100 Grand National

each man, and its sales potential, was discussed. In those isolated cases where it was honestly believed a hardship would be imposed upon the man with the quota assigned him in any particular department, that quota was reduced to an amount the territory probably would support if the man hit the ball hard.

The quotas assigned new salesmen who lacked a '46 record were based upon the average 1946 sales records compiled by salesmen who had been in similar circumstances last year and who had been located in territories where the sales potential was much

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PROMOTIONAL AVALANCHE: Aimed to attract and hold the interest of both the salesman and his wife.

the same. This served to eliminate a problem which was always a thorn in the past—that of gaining interest and cooperation of new salesmen who, in the past, felt that contests favored more experienced men.

Each of B&B's six lines is assigned a definite point value with 400 points, the maximum that could be earned if quota was broken in all six lines. Men with 400 points win "A" prizes (retail value \$500), those with 300 points "B" prizes (\$375), 225 points "C" prizes (\$200), and 175 points "D" prizes (\$100). To receive consideration for the major awards (1947 Buick, Aeronca airplane, Oldsmobile, Mercury, mink cape, \$2,500 diamond ring, etc.), a salesman must attain top rank of 400 points—in other words, break quota in all six B&B departments. Grand award and divisional prize winners will be those men who break their six individual quotas by the greatest margin percentage-wise.

Started on June 1st, the contest runs through November 15th, with weekly reports to the salesmen so that they may know their accredited position against assigned quota in each department at all times. Similar I.B.M. compilations are given each department manager to keep him in-

formed on how each salesman currently stands against quota in his own particular line. This serves a dual purpose. The manager can see as a whole how the sales force is doing against his departments' assigned quota. He can also stimulate individual salesmen who do particularly effective work for him, or can "jack-up" those who are showing signs of lagging.

The vital and different "twist" in this 100 Grand National contest is that every single B&B salesman must do his job so that the company as a whole will do the job set up for itself. The salesman is not regarded as an unknown, unimportant cog in a huge machine, for each man assumes an identity of infinite importance to the successful conclusion of the contest.

The "hush-hush" that surrounded plans for 100 Grand National reached atomic-bomb proportions. One stray hint reaching the ears of a salesman would tip the apple-cart and eliminate the vital kick-off punch so necessary to start the program auspiciously. In the end, the secret was so well kept that other departments within the same office were completely unaware of the developments.

With 24 weeks of running time,

the contest is long in comparison to the average sales contest, but it is believed that the value of the prizes plus the additional earned income plus a well planned, co-ordinated promotional program will hold interest at fever pitch through November 15th.

Opening gun in the promotional program was a giant broadside to the entire sales force. It featured a giant which increased in stature as the piece was unfolded. Copy angle: "Do YOU Believe in Giants? Meet 100 Grand, the Biggest Doggoned Giant You Ever Did See!" The only contest tie-in was reference to 100 Grand as the giant's name. This mailer went out four days before the contest's official opening, although it actually hit the sales force 10 days before the contest was announced to them. The apparent discrepancy was intentional. By notifying the sales personnel of the contest after it was underway, the problem of holding back orders to count in the contest was eliminated.

The first big push came on May 31st at Mr. Ward's Hudson, Wis., farm when 32 branch managers as well as factory and sales officials met for an all-day meeting during which the expensive prizes were dramatically unveiled in the auditorium at



ATTENTION BRANCH MANAGERS: Vice-President H. W. McGee, flanked by other B&B vice-presidents, addresses branch managers. Below, no need to strive for attention when managers can actually see the mink capes that are top awards in the B&B contest.



the farm. A "Tiffany" job was accomplished in preparing the exhibit, and even the most contest-hardened manager grunted approval when he grasped the magnitude of the contest and the prizes on exhibit. That was the tipoff to the contest's eventual success, for the primary job confronting management was a 100% sales job on the branch managers—those men whose own personal enthusiasm would reflect in the sales volume of the men under them.

In opening the presentation, Mr. Ward hailed the 100 Grand National as the Nation's first great post-war drive towards better salesmanship, and predicted higher earnings for B&B salesmen. He called attention to the fact that sales resistance has returned from a five-year vacation and that "order-takers" are on the shelf for good—that the men who earn today have to sell, have to know what they are selling and how best it can be used to the advantage of the buyer. He pointed out that Brown & Bigelow had long been the possessor of a highly-paid sales force (over \$8,000 average), and that it was B&B's objective to maintain that record.

Although branch managers are not eligible for prizes, they discovered their reward when a fully equipped 1947 Cadillac Sedan was suddenly driven into the arena and it was announced that the branch manager whose men turned in the best performance nationally could park the car in his own garage for keeps.

Thirty-two branch managers were sold. In turn they would sell their own sales personnel. Then the Sales Promotion Department would take up the cudgel.

On June 3rd, an 8-page tabloid newspaper under the masthead of the *St. Paul Pioneer Press* was mailed to each salesman—and this was the first tip-off they had as to the contest and the extremely valuable awards

to be won. Filled with pictures taken during the kick-off at Mr. Ward's estate, it listed the rules and regulations, showed pictures of the prizes and featured talks by managers of all six B&B lines.

In conferences between Mr. Ward and his executives, it was agreed that every angle must be exploited to keep interest white-hot. Therefore a series of novelty mailings to salesmen's wives every week was developed—together with a different weekly mailing to the salesmen themselves. These were in a humorous vein, but, barbed beneath the surface, they were constant reminders of the value of the awards—and that only planned work would create a winner in the 100 Grand National.

First mailing to the wives was an unusual foldover which enclosed one of B&B's most popular novelty items—a Redipoint Pencil specially engraved with contest copy aimed at whetting the wives' interest in the contest. Headline was "Pop Has You!"

Copy continued with a description of the contest, explaining what was meant by "Pop's Quota," how winners were determined. A montage of the prizes available was shown. Shown also was a complete scorecard with which Mrs. Wife could keep tabs on Pop's daily activities. It concluded by asking her help in keeping Pop on the ball.

The mailers to salesmen follow much the same pattern but in few cases are they as elaborate as those for the wives. It was felt the sales-

men would be so busy with the contest that all they'd need would be weekly reminders of the contest and tips on ways to increase sales.

Every possible method of publicizing and promoting the contest to the sales personnel is being utilized. Brown & Bigelow's weekly house publication, *The Business Builder*, features the contest on its cover each week of the 24-week duration of the drive, and the lead article in each issue concerns the contest. A weekly list of the top 10 men in each department in each division is presented, as well as a listing of the top 10 men nationally. In addition, sales hints, fresh and timely merchandising ideas, inspirational articles are keyed to the tempo of the prize campaign.

A four-color, 30-page prize catalog has been issued with a complete pictorial presentation of the awards available to contest winners.

In addition to the over-all job being accomplished by the Sales Promotion Department, each individual department manager is releasing special contest material regarding his own line of goods. Spot field trips throughout the country by department managers and their assistants to attend the weekly office sales meetings help to keep the drive at top speed.

Brown & Bigelow's 100 Grand National contest has two major objectives: (1) volume production, (2) well rounded salesmanship. Top men in B&B's organization must "sell the book" as far as the company's huge and varied line of "Remembrance Advertising" is concerned.

Tags: Midget Mediums That Carry a Hefty Sales Load

What makes a good hang-tag? Marcel Schulhoff & Co., New York advertising agency, sets up a set of six criteria . . . and demonstrates their application with some samples for various products in the furnishings field.

Most manufacturers regarded hang-tags as necessary nuisances until a few years ago. Today there is a tendency to regard these little cardboard squares and rectangles as potentially important sales tools, capable of doing far more than carrying the manufacturer's name and trade-mark. They are regarded not only as a means of preserving brand identity, but as point-of-sale media to be co-ordinated with other forms of advertising. This is especially true when the merchandise consists of furniture, household appliances or other relatively heavy items not in the low-price category.

Here are some rule-of-thumb ideas which have been evolved by Marcel Schulhoff & Co., New York City advertising agency, for accounts in the furnishing field. (The tags mentioned are shown in the accompanying illustration.)

The hang-tag should be:

1. FAIRLY LARGE AND EASILY ACCESSIBLE. Neither the shopper nor salesperson should be expected to

stoop and go through contortions to read what is on the tag. Text should be clear and legible. The string should be long enough to permit unlooping and removal, if desired.

2. IN KEEPING WITH THE PRODUCT.

Modern and traditional furnishings require different label treatment. The "Tables of Merit" tag for the Merit Craftsmen line has a modern design suited to the line. On the other hand, the die-cut American Maple tag, with the eagle atop the shield bearing the brand name, suggests the Early American flavor of furniture sold under the name, *Colonial Reproductions*. The *Ethan Allen* tag, in the form of a folder, suggests the nature of the maple furniture in that line, both in design, and in the color scheme of forest green and honey.

3. CO-ORDINATED WITH OVER-ALL CAMPAIGN.

The brand name and probably the trade-mark should be included. Important sales features should be listed and, if feasible, illustrated. This serves to inform both salesperson and shopper.

On the inside pages of the *Ethan Allen* tag there are eight wash drawings of pieces in the line; copy contains a reference to "Open Stock," suggesting to the shopper that a set be accumulated; (repeat sales). On the back page there's a list of sales features, such as "Hand rubbed . . . dust-proof . . . center drawer guides . . . drawers dovetailed front and back . . . treated to eliminate warpage."

The *Daystrom* tag, for a line of kitchen furniture is also in folder form. An illustration on the inside pages shows a set of the furniture. The back cover shows, and illustrates, selling features—for example, a drawing of a woman pouring water from a steaming teakettle to demonstrate the heat-resistant nature of the plastic table-tops.

4. DESIGNED TO INDUCE PURCHASER TO KEEP IT.

It might tell how to use, or how to care for, the product; or it might give information about it which would increase pride of ownership. The *Merit* table hang-tag has on its back an illustration showing good placement of four tables in a living room. The *Daystrom* tag tells how to clean the chrome and

ONCE THE STEP-CHILD of point-of-sale literature, the not so lowly hang-tag now tells the prospect about the product's merit in the way the manufacturer finds it most effective to tell his story. Manufacturers and retailers no longer dismiss the hand-tag as a minor sales aid. Look at today's tags to see why.



the upholstery of the product; and contains an offer of free decals matching the designs on table-tops, for decorating the kitchen.

5. KEYED TO THE PURCHASE INVESTMENT. If the investment is fairly large, the shopper will want more information and will be inclined to read a considerable amount of text. For the *Restocrat* chair, the hang-tag is a 16-page booklet. The makers were willing to bring out this rather elaborate booklet as a tag because prospects needed to be educated in an understanding of the principle of the design of the chair, which permits adjustment to any desired angle. The booklet is generously illustrated with photographs and diagrammatic drawings showing the chair in various covers, and adjusted at different angles. There's even a stroboscopic photograph to demonstrate its extreme flexibility. Since the chair retailed at \$129, it was deemed worth while to prepare a booklet which would do a real sales job.

6. MEANINGFUL ART, NOT MERELY DECORATIVE. As an example, the design on the hang-tag for *Homaker* furniture consists of a frame, actually like that of a picture frame and a mirror in *Homaker's* line; and inside it, a three-quarters' view of a Colonial mansion. The house was chosen, rather than a fireside or other subject tying in with the "home" idea, because it seemed best to represent the tradition stressed in merchandising this period furniture.

A scratchboard drawing resembling a woodcut and showing a man seated on a workbench and doing woodwork was chosen for the tag for *Yankee Whittler Reproductions*. There's more to this than meets the eye at first glance. In the first place, the background is black, which forms a pleasing contrast to the maple of the furniture. The woodcut look of the illustration suggests the Early American feeling of the product. Though the drawing is necessarily small, the detail is sharp, and upon inspection it becomes apparent that several pieces on which the whittler is working may be recognized as part of the *Yankee Whittler* line, among them a wall bookcase and a footstool.

Summing up, a hang-tag should not be dismissed as a minor sales aid. In these days when retail sales personnel may be overworked and under-trained, the hang-tag may at times be required to carry the burden of providing the information needed to turn another prospect into a customer.

War-Born Manuals Still Say "Welcome, Stranger . . ."



During the war, employe manuals flourished . . . People who had never worked before took jobs, people who had long since retired bent a shoulder to the wheel, companies were born and grew up overnight. And the manuals provided the only logical means of answering such questions as, "Where's the parking lot . . . the rest room . . . the cafeteria?" . . . "Can my pal punch the time clock for me?" . . . "What are we doing here and why?"

At war's end, management realized that the little booklets it had passed out to employes during the holocaust had served their purpose well. And many companies reinstated the employe manual as a tool for welcoming new employes, for explaining and interpreting company policies. Even old employes are likely to find such booklets a handy reference work, well worth keeping.

Nowadays the booklets are better designed, more attractive to look at, easier to understand. The trend is toward lighter treatment, cartoons, line drawings, the language of the people who are going to read them.

Three such booklets, by companies in diverse lines, have crossed our desk recently. One is "Welcome to HARVESTER" (International Harvester), the second is "Things You Need to Know About Your Job" (Johns-Manville), and the third is "My Association With the Todd Company." Each is excellent not only from the angle of content but also from the graphic arts standpoint.

The Todd booklet has a real plastic scroll binding, is illustrated with amusing line drawings. It also contains several samples of the company's products—pay checks and identification cards. The booklets are distributed by mail to the new employe's home with an accompanying letter signed by George L. Todd, the firm's president. The employe's name is hand-lettered on the cover.



Harvester chose red, black and white against a blue background for the cover of its booklet. Many photographs, some of them showing the famous Harvester Farm, have been included in the booklet.

Charts, graphs and tables and other visual aids are a part of the Johns-Manville booklet. These make the information easier to assimilate.

At a time when labor-management misunderstandings are rampant, the employe manual is a natural for clarifying some of the issues which becloud the road to better understanding. Too long has management sat in its Ivory Tower, remote from the problems of the worker. Unions, in many instances, are doing a real job of presenting a case to the worker. Management, on the other hand, has remained, all too often, aloof. Management cannot expect labor to understand what it does not know, or is left in the dark about. It is not enough to provide non-profit cafeterias, comfortable rest rooms, vacations with pay. It is the duty of management to tell the man who works its machines, or does its bookkeeping, or sweeps its factory floors, the management side of the picture.

And what better place to do it than in an employe manual—and in down-to-earth, un-condescending language?



HE HARVESTS BIG



Who SOWS Big!

The largest users of Champion papers are leaders in their respective industries. Cause and effect, not a series of coincidences. For printed matter is the foundation of some of the best manufacturing and selling structures. Champion and its customers have grown great together. That such companies prefer Champion paper is evidence of its uniform quality, high value, wide variety. Their approval-by-purchase covers the full line of letterpress and offset printing papers, high finish package wrap, papeterie, specials. Let Champion paper be a part of your next planting.

THE *Champion Paper* AND FIBRE COMPANY . . . HAMILTON, OHIO



Manufacturers of advertisers' and publishers' coated and uncoated papers, bristols, bonds, envelope papers, tablet writing and papeterie . . . 2,000,000 pounds a day
MILLS AT HAMILTON, OHIO . . . CANTON, N. C. . . HOUSTON, TEXAS

District Sales Offices

NEW YORK • CHICAGO • PHILADELPHIA • DETROIT • ST. LOUIS • CINCINNATI • ATLANTA • SAN FRANCISCO



"We are convinced that aggressive advertising and sales promotion are important to Dearborn Motors now, just as they will be months and years hence."—Frank R. Pierce (below).



All he had was a product—and a lot of ideas. But in six months Frank Pierce established a nation-wide dealer organization, an experimental farm, a sales training program, and launched a \$2,000,000 advertising program.

The Ford Tractor Sales Setup: The Who—the Why—and the How

Based on an interview by D. G. Baird with **FRANK R. PIERCE** • President, Dearborn Motors Corp.

Dearborn Motors Corp. will market approximately 50,000 Ford tractors and 200,000 Dearborn farm implements during the final six months of 1947, which will be the first six months of its operations, according to Frank R. Pierce, president. By way of some comparison, a total of approximately 300,000 Ford tractors, production of which continued throughout the war, has been marketed since 1939.

Organized in November, 1946, this new, national marketing agency began operations July 1, 1947, and that was an achievement, to say the least. How the corporation was formed, how the organization was recruited, who the personnel are, what the sales policies are, what the advertising schedule is, what the sales promotional activities have been, and what the expectations are will be outlined in this article. The reader who isn't

particularly interested in the organization and personnel may skip over to the merchandising program.

Formed primarily to distribute Ford tractors and a group of related farm implements, Dearborn Motors is neither a division nor a subsidiary of the Ford Motor Co. It is an entirely separate corporation.

Members of the board of directors are: Frank R. Pierce and Thomas A. Farrell, president and vice-president, respectively, of the corporation; Grant Cook, of the law firm of Cook, Smith, Jacobs and Beake; Ernest C. Kanzler, chairman of the board, Universal CIT Credit Corp.; Ernest R. Breech, executive vice-president, Ford Motor Co.; J. R. Davis and Albert J. Browning, vice-presidents, Ford Motor Co. All of the directors except Mr. Cook are stockholders of the corporation.

Mr. Pierce was acquired from

General Motors Corp., of which he was a vice-president. Previously, he had sold electric refrigerators, worked up to be sales manager of Frigidaire Division of GM, then moved over to Kelvinator Division of Nash-Kelvinator Corp. as general sales manager, then vice-president in charge of sales of both refrigerator and car sales of that corporation.

Given just six months in which to build an organization and make all preparations for taking over distribution of the Ford tractor and a group of related farm implements, Mr. Pierce's first task was to recruit a team, as he calls it. Principal members of this team are:

Thomas A. Farrell, vice-president and Mr. Pierce's "right-hand man," former assistant general sales manager of Kelvinator Division of Nash-Kelvinator, and a General Motors sales executive for 21 years.

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You'll have
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Speed is a creed with newsmen. They flash the news to you as fast as it happens.

The Bell System helps make that speed possible. It provides the local, long distance and radio-telephone, telegraph, teletypewriter and wire-photo facilities over which the news is channeled to presses and microphones.

Keeping these facilities in top condition is the job of skilled telephone company technicians.

They work 'round the clock and the calendar with the newsmen in order that you may have a "front-row seat" for the passing parade of world events.



BELL TELEPHONE SYSTEM



General sales manager is Merritt D. Hill who formerly organized and directed the Western Implement Merchandisers, an organization serving a large group of independent implement manufacturers.

The country is divided into three regions, with a sales and service organization for each. Regional sales managers are O. L. Wigton (Eastern), former general sales manager for Richmond Radiator Co., and former director of advertising and public relations for Harry Ferguson, Inc.; A. F. McGraw (Pacific Coast), former general sales manager for Allis-Chalmers; Lawrence H. Pomeroy (Central), former director of national field activities for the public relations department of GM. Both the Eastern and Central regional offices are located at Detroit. The Pacific Coast regional office is located at Oakland, Calif.

Harry V. Snow, formerly implement sales manager for Allis-Chalmers, is sales manager of Dearborn Motors.

Tested Personnel

Advertising and sales promotion manager is G. D. Andrews who formerly was vice-president and general manager of Fabricated Buildings, Inc., Springfield, Mo., and formerly head of the farm department of Celotex Corp., and advertising and sales promotion manager of Richmond Radiator.

David Meeker, nationally known authority on agriculture, who guided the Nation's farm machinery program during the war and who later became director of the Office of Surplus Property and Reconversion, is director of education.

A two-man team will direct procurement and engineering of the complete line of farm equipment which Dearborn Motors will distribute with the Ford tractor. They are C. R. Powers, former general manager of Harry Ferguson, Ltd., manager, and James H. Marks, former executive vice-president of Packard Motor Car Co., consultant.

Thirty-five distributors, of whom 33 are in Continental United States, have been franchised and they in turn have franchised upwards of 3,000 dealers. All distributors handle the Ford tractor and Dearborn farm implements exclusively. Dealers usually carry other lines which do not conflict, about half of them being Ford car dealers. Dealers are not franchised by the corporation.

Lining up suitable distributors and dealers presented no problem; Dearborn Motors merely let it be known that any and all former outlets that

had been handling the Ford tractor would be welcomed if they cared to continue to do so, and nearly all of them did.

First advertisement published by the new corporation appeared in nine farm implement magazines in May and took the form of a statement by Mr. Pierce in which he gave "five straight answers to questions that have been asked about the Ford tractor and Dearborn Motors." These answers were to the effect that Ford would manufacture an improved tractor; that a representative line of implements for use with this tractor would be available; that distributors of Ford tractors had been given an opportunity to continue to sell them after July 1 and that dealers had been given the same opportunity; that parts for previously built Ford tractors would be available; that the policies of Dearborn Motors are written "from the dealer's side of the fence."

This was followed in the same publications in June with another advertisement which was titled, "Here's What We Mean by 'A Dealer-Minded Organization'." The copy stressed four points: (1) Dealers must have practical and continuing help in developing a permanent business—by rendering a real service to their farmer-customers; (2) dealers must have enough merchandise to support the organizations that render that service; (3) dealers must have every possible product advantage; (4) dealers must make money.

Meanwhile, Ford Motor Co. ran three advertisements in about 50 farm papers to emphasize the fact that it planned to continue to manufacture farm tractors, "As long as There's Farm Work to Lighten" and to prepare the way for the improved model.

The first Dearborn Motors product advertisement appeared in August. The advertising schedule includes five national farm papers, some 25 state farm papers, seven specialized farm papers (such as cattle, dairy, poultry, and fruit), five educational agricultural magazines, and nine farm implement magazines.

Expenditures for advertising, sales promotion, merchandising and training for the first 12 months are projected at \$2,000,000. There is also a cooperative pool for local dealer advertising.

Rural Direct Mail

Beginning about November, an 8-page rotogravure paper called *Ford Farming*, printed by Chicago Roto-print Corp., and mailed by Prince & Co., will be distributed quarterly to about 3,000,000 farmers. This will be sent to dealers' lists and will bear the dealers' imprint.

A large number of roadside signs by National Outdoor Advertising will be erected throughout rural America and fence signs will identify Dearborn-equipped farms.

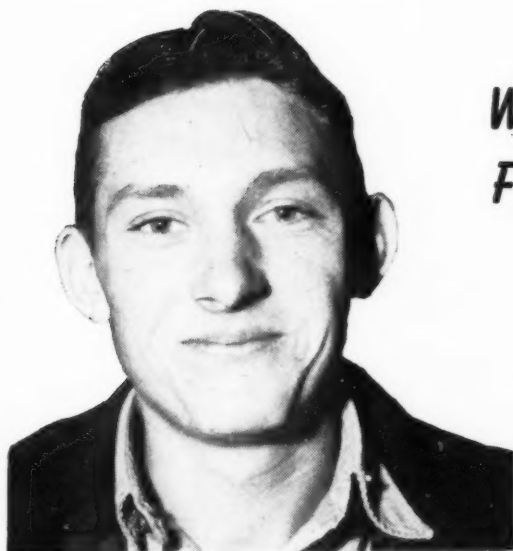
Newspaper mats and spot radio announcements will be furnished dealers for their local use.

Promotional material already prepared includes a catalog in color; illustrated fliers on individual implements, also in color; suggestions for promotions at state and county fairs, with special equipment for displays and demonstrations; a variety of signs, banners, pennants, placards, letterheads, business cards, give-away pieces, direct mail, novelties, etc.

"Aggressive advertising and sales promotion are important now in the current sellers' market, just as they will be in the buyers' market ahead,"



DIGGING FOR FACTS: Sales students get plenty of dirty hands training on a special 500-acre farm. Here, students attach a post hole digger.



WINNER OF GOVERNOR'S TROPHY FOR EXCELLENCE IN FARMING

Junior Bazar, Chickasha, Oklahoma, farm youth, has earned \$10,100 from his farming operations in 4 years.

WHILE Oklahoma and Texas 4-H Club boys and girls were walking off with eight individual and one team national championships in 1946, Southwestern FFA boys were chalking up enviable honors in their organization. Junior Bazar, 19-year-old Chickasha, Oklahoma, farm youth, for instance, was awarded the Governor's trophy for excellence in farming. Young Bazar's record included the showing of four champion steers and a grand champion Hereford heifer at county fairs and topped off the year with a second place Chester White barrow at the American Royal in Kansas City. There are today 31,967 FFA boys in Oklahoma and Texas who are the area's best guarantee of its continued high rank agriculturally . . . boys who have been born and reared with The Farmer-Stockman as their guidebook to better farming.



Junior Bazar owns outright \$2,000 worth of registered Hereford show calves and heifers.



Scientific feeding practices, learned in FFA work, are the rule on the 178-acre Bazar farm.

THE FARMER-STOCKMAN

Oklahoma City · Dallas

THE OKLAHOMA PUBLISHING CO.: THE OKLAHOMAN AND TIMES—WKY, OKLAHOMA CITY—KYOK, COLORADO SPRINGS
KLZ, DENVER AND WEEK, PEORIA UNDER AFFILIATED MANAGEMENT—REPRESENTED NATIONALLY BY THE MATZ AGENCY

REACH THE *Active** HALF



*The Post is edited for the active, alert-minded half of Cincinnati— young, wide-awake readers who make space dollars produce greater results.

The **Cincinnati Post**
REACHES 57% OF CINCINNATI

IN
Dallas
IT'S THE
**TIMES
HERALD**
ASK THE
BRANHAM MAN
Why

Mr. Pierce emphasizes. "We know, as does everyone else, that the sales potential for the tractor and implement industry as extremely high. Such being the case, it could be argued that advertising and good hard sales work aren't necessary in the face of this sales outlook.

"We believe, however, that despite these factors, our advertising, sales promotion, merchandising, and sales training programs must be strong enough to give maximum benefit to our customers now and to give us a hard-hitting organization through the years ahead, when the buyers' market will be with us.

"We are convinced—and we are telling our entire organization the same thing—that aggressive advertising and sales promotion are important to Dearborn Motors now, just as they will be months and years hence. We will be in this business for years to come, and the only way to insure success in the future is to develop good-will and customer satisfaction now, when things are hard to get."

With the program well under way and with plans made for a series of dealer meetings which began July 14, Dearborn Motors called all of its distributors to Detroit for a two-day meeting in May to acquaint them with policies, show them the new tractor and implements, explain the sales and advertising program, tell them what the corporation is going to do to help them, and prepare them to prepare their dealers for the dealer meetings to follow.

Packaged Dealer Meetings

These dealer meetings consist of a series of 33 one-day meetings in as many different cities. Three or more Dearborn Motors representatives attend each meeting. Tractors and implements are shipped to these meetings by air and are displayed at leading hotels or other popular places for the public to see, as well as in the distributor-dealer meetings. Distributors are furnished a complete book of plans for the meetings. Props used include five slide films, one color slide film, one motion picture, and numerous charts and other aids.

Meanwhile, preparations have been completed for opening a permanent training school for the education and training of distributors' personnel, including their sales training managers, sales managers, salesmen, service managers, and others.

For this purpose, a 500-acre farm, located about 40 miles from Detroit, has been provided and will be fully equipped for entertainment and recreation of the students, as well as

for their instruction. They will live on the farm while taking the course, which will cover about two weeks for each class.

The eight or 10 regular instructors will be supplemented by lecturers from colleges and agricultural bureaus. The course will include such subjects as soil analysis and soil conservation, modern farming methods, and marketing, as well as merits and uses of the products, how to sell and service them, and how to train others to do likewise. Instruction will include both class-room instruction and field demonstrations.

Films for Training

A library of suitable films, produced by Florez, Inc., has been provided. The curriculum provides for a class-room session immediately after breakfast, with films and lectures on the products, then the class breaks up into groups of two and an instructor takes each group to the field and demonstrates what they have just learned. Students, too, are required to assemble, operate, and disassemble the implements.

Mr. Pierce is optimistic about the farm market, both current and prospective. "We feel that the surface has hardly been scratched so far as technology on the farm is concerned," he says. "During the war, farmers met a tremendous demand for food in the face of a critical shortage of farm labor. They found that mechanization was the answer. Today, as farm labor costs mount, the trend to complete mechanization is continuing.

"We see our objective as a challenge to help the farmer produce more, at less cost, with less back-breaking labor. Certainly much work has been done in this direction. But this is only the beginning.

"What science has done for the machine tools of industry, science can do for the tools of agriculture."

Present schedule for the new tractor, which is now in production at the Ford Highland Park plant, is 400 units a day.

The Dearborn farm equipment line ranges from basic implements such as moldboard plows, disc plows, front end and rear-attached cultivators, disc, spike-tooth and spring-tooth harrows, and weeders, to cordwood saws, terracers, snow plows, front-end loaders, manure spreaders, forage harvesters, and others. All are manufactured by independent companies in accordance with designs and specifications developed and approved by them and Dearborn Motors, Mr. Pierce points out.

SALES MANAGEMENT

WHEN THIS MAN SAYS "YES" YOUR ADVERTISING GETS ACTION

*Sell him through the pages that Top Management
values more highly than any other publication*

IN THE American buying scheme, the pace is set by men who manage business and meet payrolls.

These men—top management in many industries—operate on facts. And for many of these facts, each day they read The Journal of Commerce as closely as they read their morning mail.

Because it is America's most complete daily business newspaper—an authoritative voice of business and industry.

Because in no other publication can they find the many profit-news features published daily in The Journal of Commerce.

Because their management work is made easier by the J-of-C's vital, up-to-the-minute business news, reports of trends and exclusive price and supply factors.

★ ★ ★

A Few of Thousands of J-of-C Advertisers

United Airlines
Brazilian Gov't Trade Bureau
American Express Company
Cities Service
Dodge Motor Cars
Furness Bermuda Line
Calvert Distillers Corp'n
Guaranty Trust Company
Hartford Fire Insurance Company
Robert Reis & Company

a top-income market, or an industrial message for top management, write or telephone for The Story of the J-of-C Market and a rate card. GET TO THE MEN WHO DECIDE . . . IN THE DAILY THAT HELPS THEM DECIDE.

THE NEW YORK

Journal of Commerce

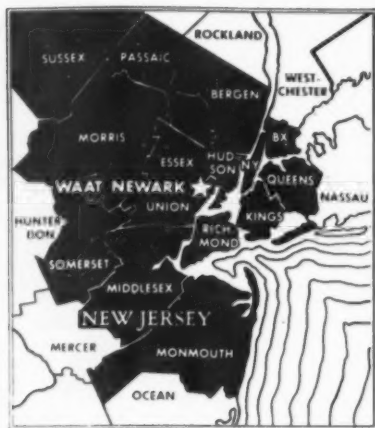
53 Park Row, New York 15, N. Y.

**TOP MANAGEMENT'S
GOOD RIGHT HAND**



Intensive concentration of top management.

...WHEN YOU BUY RADIO IN METROPOLITAN NEW YORK...



Buy WAAT
MORE AND MORE
ADVERTISERS ARE
... BECAUSE THEY
KNOW THAT:

WAAT DELIVERS
MORE LISTENERS
PER DOLLAR IN
NORTH JERSEY
AND NEW YORK
CITY THAN ANY
OTHER STATION
...INCLUDING ALL
50,000 WATTERS.

- ✓ **FIRST IN AM**
- ✓ **FIRST IN COMMERCIAL FM (WAAW)**
- ✓ **SOON FIRST IN TELEVISION**



Dealer Meetings That Click Pay Out for Universal Mills

Dealer training meetings in 1947 pay out in increased sales—if they are the kind Universal Mills, Ft. Worth, held in Texas and Louisiana last April and May. These meetings had specific objectives. Every meeting was full of pre-war tested ideas aimed straight at those objectives. Since then the company has had time to judge results.

General results? As Advertising Manager George Kelley outlines them: (1.) Dealers who had forgotten how to sell during war years when no meetings could be held, learned all over again. New sales persons learned too. Both learned how to sell quality to meet price competition in a year when that's a hot subject. (2.) Dealers who were off the beam on their advertising—who had lost enthusiasm for using Universal advertising material and suggestions for promoting quality and the brand name of "Red Chain" feeds—got back on that beam.

Cash Results

Cash results? Sales Manager Frank Walsh says Universal mix feed shipments now show a considerable increase over those of last year "and, in our mind, our dealer meetings stimulated a lot of this increase." And this is 1947 when stock and poultry feed demand country-wide is something like 15% under 1946, in the opinion of W. E. Glennon, secretary of American Feed Manufacturers Association. He bases this on Association reports of production by 150 mills.

Universal followed certain fixed principles in organizing and conducting its feed dealer meetings: (1.) It believes in several small regional meetings instead of one big one so that it can get close to its dealers and "so that if any men play hooky their absence will be noticeable." (2.) Each two-day meeting is strictly business from 7:30 o'clock breakfast through 6:15 "speechless" dinner, with plenty of breaks for coffee right in the meeting room. This discourages wandering. There are no floor shows, cocktail hours, or other distractions, but dealers are free each evening by 7:30. (3.) The products and advertising material are within plain sight and easy reach during the meetings. (4.) From start to finish attention is centered on nothing but

how to sell and advertise Universal feeds. This includes plenty of research and production background information. Outsiders do not take part. It's expert talk and demonstration from "within the family" with the dealers free to participate. (5.) All visitors' expenses except transportation are paid by the Company.

Advance Planning

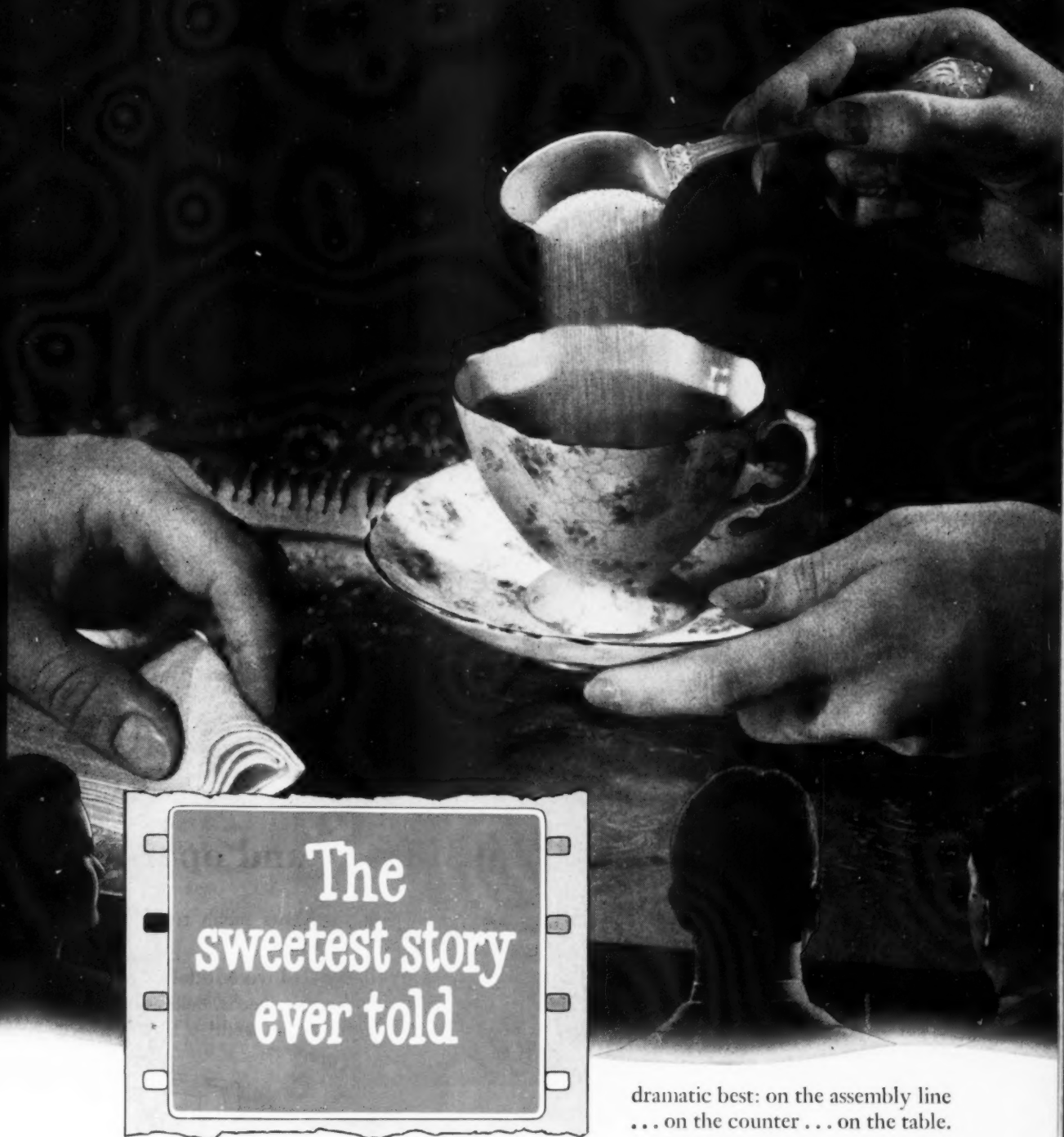
Planning and advance promotion for the April and May Universal feed dealer meetings began far in advance. The Company wanted to reach as many as possible of its 800 major dealers who receive carload and truck shipments—not necessarily the hundreds of smaller dealers who buy through jobbers. They are scattered over three states. It is best to get them together in regional groups of 100 or less. So Universal held meetings in the Texas cities of San Antonio, Galveston and Big Spring, and in Alexandria, La., with the final one in the plant city, Ft. Worth.

All dealers were notified of the meeting dates and places by the sales manager. He gave them a choice of attending the nearest meeting—or any or all of them. Return cards enabled the Company to make advance hotel arrangements for the desired number of people—and to cancel a man out if he found at the last minute he couldn't attend. A lot of personal letters were written to dealers in this process, urging them to come and to bring their key selling employees. Universal salesmen got in on this, too, adding their personal invitations. These men kept close tab on invited dealers, especially during the few days before a meeting.

A few Universal salesmen not keen on the project at the start got that way as the series of meetings advanced. One—after attending the first meeting which was near by—got so steamed up about the value of the meetings that he filled his car with five dealers and drove them 300 miles to the second. Several other salesmen hauled groups from their own territories to later meetings in other territories just to make sure these men got the training.

All five meetings were held in hotels on Mondays and Tuesdays. An "advance man" from the Company spent three or four days attending

SALES MANAGEMENT



The
sweetest story
ever told

Why you can sell more persuasively,
more convincingly with films than
with any other medium

♦ Sugar or spice or *anything* nice...

No matter what you're selling, you can sell it more persuasively, more convincingly ... with motion pictures.

More persuasively because with films you can present your product within a story frame of reference

— a frame of reference that enables you to pull out all the stops ... to make the most of the emotional appeal that envelops your product.

More convincingly because you have the means (pictures plus color plus dialog plus action)—and the space—to show your product at its

dramatic best: on the assembly line ... on the counter ... on the table.

The ideal time to start selling this dramatic way. Immediately ahead are years that will call for most imaginative, most persuasive selling. Be ready—start planning your sales movie with a commercial producer now. As a result of advancements in production, projection, and distribution techniques, you can do a better job with films today than ever before.

**Eastman Kodak Company
Rochester 4, N. Y.**

Business Films another important function
of photography

Kodak



the new
RCA 400
16mm Projector

Tops in performance . . . quality . . . and operating ease

The new RCA • "400" Projector is the result of sixteen years of leadership in research and development by RCA—the pioneer in 16mm sound-on-film equipment.

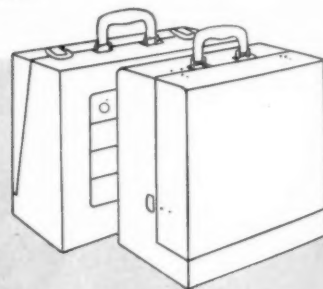
This newest of RCA 16mm Projectors combines striking beauty with outstanding performance.

- **Better Sound.** Precision sound scanning system . . . matched amplifier and new type 16mm loud-speaker—reproduce voices and music with the dramatic realism of theatre-like sound.
- **Brighter Pictures.** RCA's "true optical-axis" system . . . theatrical framing . . . coated lens . . . 1,000-watt projection lamp give you increased picture contrast and clarity. Full-color and black-and-white pictures are clearer, more brilliant.
- **Easier Operation.** Threading diagram embossed on side of projector . . . cushion-action sprocket shoes . . . conveniently located controls—*plus* many more

new improvements mean trouble-free performance, longer life for films.

- **Available in Two Models.** Sound speed only and Sound and Silent speeds. Select the model best suited to your utilization need.

**SEE IT . . .
HEAR IT . . .**
with your own
sound films



Compare the RCA • "400" with any other projector. Your RCA 16mm Equipment Dealer will gladly arrange a demonstration for you. For complete information, and name of nearest dealer, write: RCA 16mm Motion Picture Equipment Dept. 72-H. Camden, New Jersey.

FIRST IN SOUND . . . FINEST IN PROJECTION



16mm MOTION PICTURE EQUIPMENT
RADIO CORPORATION of AMERICA
ENGINEERING PRODUCTS DEPARTMENT, CAMDEN, N.J.

In Canada: RCA VICTOR Company Limited, Montreal

to all reservations and mechanical and service details before the delegates checked in on Sunday afternoon and evening. Upon registering, each dealer or his salesman was authorized to sign his meal checks, including tips, so that the hotel could later bill the Company for the whole cost of the meeting in one voucher. Purely personal expenses were excluded. As it turned out, the cost per man was "very nominal."

"Selling Days Are Here Again" was the theme of the 1947 series. All meetings were alike. The sales manager ran them like school classes. His "faculty" was made up of the advertising manager, the director of feed research who is an authority on poultry management and feeding, and the director of the dairy and livestock division. President Gaylord J. Stone spoke at one meeting and Secretary-Treasurer V. I. Martin at two.

All these Company men familiarized dealers with new Universal products, told them how to sell, how to advertise, how to display—the ever-present window and counter displays were there to be seen and handled, during and between sessions. Most of all they bore down hard on the necessity for *selling now*, with its consequent dealer benefits.

When delegates numbered no more than 75, sessions were held in a room big enough to seat everybody at tables provided with pencils and notebooks.

A greater number than that spreads men out too far for such seating. Plenty of time was allotted for questions and answers. At the end of every session, each delegate was handed a "remember it" sheet containing all the main points made by each speaker. Every talk was illustrated by lantern slides. Each meeting—with its 10:15 A.M. and 3:15 P.M. recesses for coffee—started and stopped *on time*.

Said Advertising Manager Kelley, at the end of the series of dealer meetings: "We have never seen business conventions where there was more work and less play."

ADVERTISING AGENCY EXECUTIVE:

THIS IS A REMINDER that it's not too early to ask our help in laying out your catalog pages for the Annual January

DEALERS' DIRECTORY ISSUE OF BUILDING SUPPLY NEWS
(Closing October 1st)

AUGUST 15, 1947

**PROGRAMS
RATE HIGHER
ON
WBNS**

"BLONDIE"
Hooperating
(Fall-Winter '46-47)
23.
ASK JOHN BLAIR
In Columbus it's



COVERS
CENTRAL OHIO



WBNS

163,550 WBNS FAMILIES IN CENTRAL OHIO

NASHVILLE

Hub of a \$600,000,000 Market



—Tenn. Conservation Dept. Photo

Situated in the foothills of the Cumberland Plateau, Putnam County, Tennessee, besides ranking as a major agricultural county, is also rich in minerals, and Cookeville, the hustling county seat, has numerous industries, such as furniture, shirts, hosiery, brick and lumber. Cookeville is also the site of Tennessee Polytechnic Institute. TVA supplies the county with low-cost electric power for farms and factories. Putnam is one of the thirty-six counties comprising the Nashville trading area—the rich market blanketed by Nashville's two great newspapers.

NASHVILLE CITY ZONE POPULATION	266,505
NASHVILLE MARKET POPULATION	920,843

Nashville Banner

The Nashville Tennessean

EVENING

MORNING

SUNDAY

NEWSPAPER PRINTING CORPORATION, AGENT

Represented by The Branham Company



Designing to Sell

(Captions read counter-clockwise)

NEW PACKAGING FOR INK: Created by the industrial designers, J. Gordon Lippincott & Co., Inc., for the products of L. E. Waterman Co., the packages feature a bull's-eye of the color of the ink. A stripe running completely around side panels also carries the ink color for ready identification.

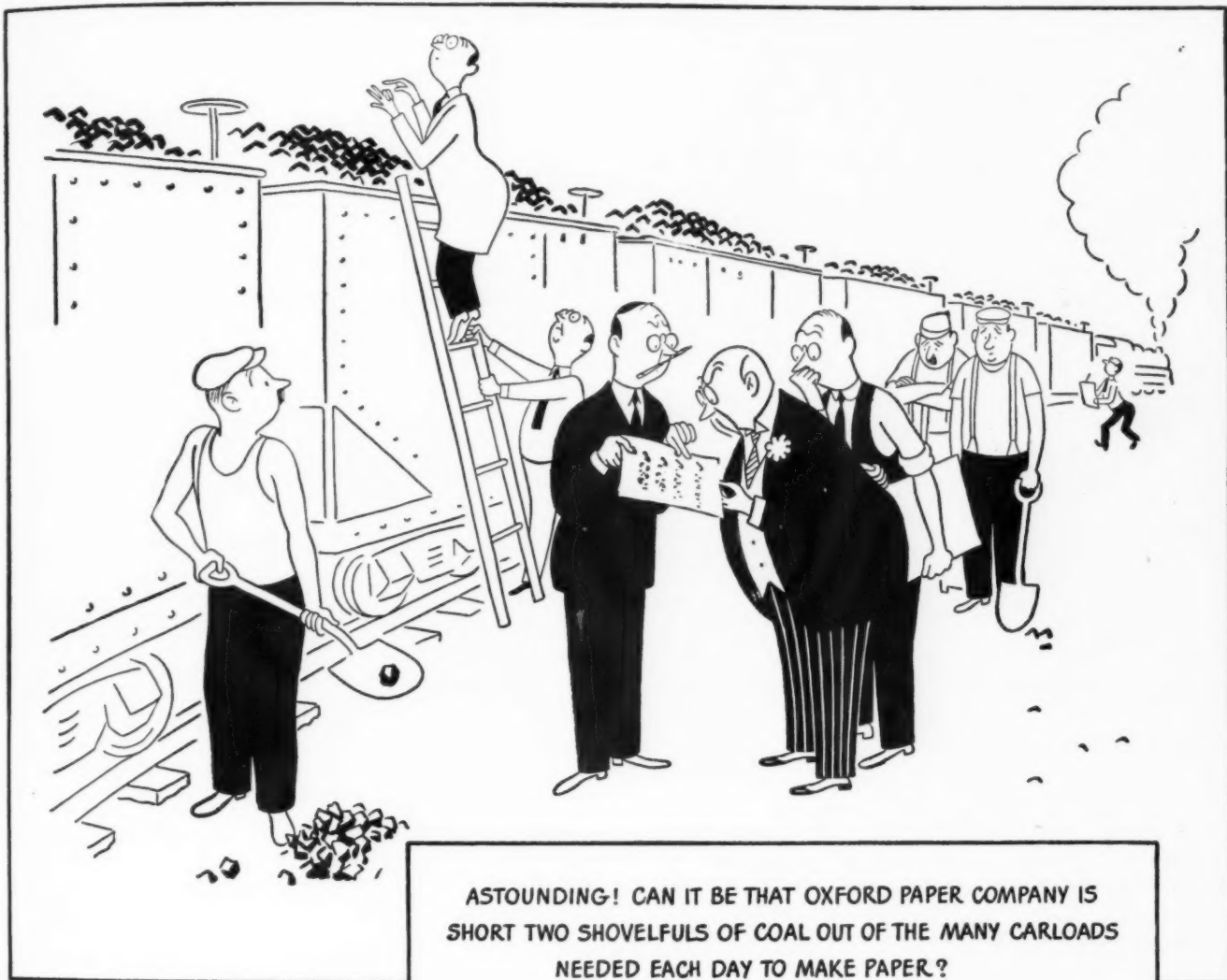
GENTLEMAN'S TRAVEL KIT: The Acme Products Co. introduces the "Pok-Kit." Made of plastic, it holds razor, razor blades, shaving soap, tooth brush, and tooth paste. It is light weight and is said to be virtually unbreakable.

COMBINATION SANDWICH AND WAFFLE GRILL: Its expanding hinges provide for toasting double-decker sandwiches quickly and a hidden support provides for frying on both sandwich plates. Comes in highly polished chrome.

COLORFUL PLASTIC PEN: The new Imperial fountain pens are available in rich color combinations. Rosy Beige barrels are combined with caps of brown, blue, maroon, or turquoise. The long barrel provides a dry grip for the fingers clear down to the tip. It is manufactured by the Imperial Pen & Pencil Co.

CELLOPHANE WINDOW PACKAGE FOR CEREALS: Wheat Whiffs and Rice Whiffs, products of Poph-Itt Cereals, Inc., are appearing in new boxes which have greater display value. The old package colors of red, white and blue have been retained.





ASTOUNDING! CAN IT BE THAT OXFORD PAPER COMPANY IS SHORT TWO SHOVELFULS OF COAL OUT OF THE MANY CARLOADS NEEDED EACH DAY TO MAKE PAPER?

MAYBE you never guessed that coal plays a big part in the making of paper.

To schedule all of the coal used daily, plus the many more cars of other necessary materials, so that they are there just when you need them, is a nice bit of "industrial logistics."

While we don't use that name at Oxford, it describes the careful planning and complete control of all facilities that result in better than 1,000 miles of quality paper every day.

This is made possible because every step in the process from the wood to the finished sheet of paper is under our control.

Credit the foresight of building the mill at Rumford, Maine, with its nearby reserves of timber and plentiful water supply. Credit, too, the craftsmen, skilled by years at the art of making quality papers at Oxford—some 600 of whom have had 20 or more years' experience here.

And credit, also, the careful planning that controls the complete facilities needed to maintain a constant output of many varieties of quality papers made to the highest standards.

Try Oxford papers on your next job—and be sure of quality. Sold by good merchants coast to coast.



Included in Oxford's line of quality printing and label papers are: Polar Superfine Enamel, Mainflex Enamel Offset, Mainflex C1S Litho, Mainfold Enamel, White Seal Enamel, Engravatone Coated, Carfax English Finish, Super and Antique, Aquaset Offset and Duplex Label.

OXFORD PAPER COMPANY

230 PARK AVENUE, NEW YORK 17, N. Y.

MILLS at Rumford, Maine
and West Carrollton, Ohio

WESTERN SALES OFFICE:
35 East Wacker Drive, Chicago 1, Ill.

DISTRIBUTORS
in 48 Key Cities



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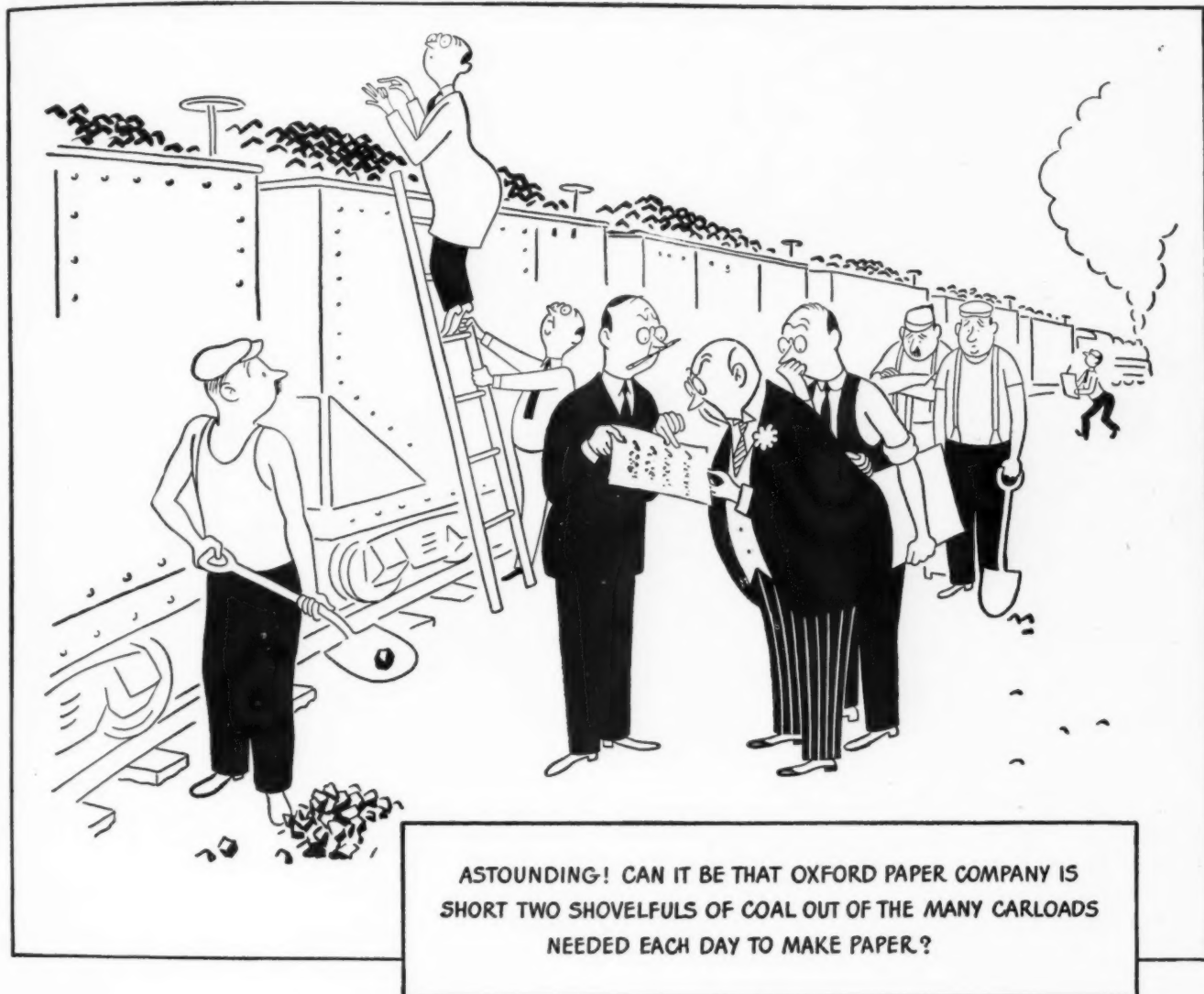
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SPOTTING POTENTIAL: It's the distributor's job to locate specific customers, but Manhattan Rubber lends a helping hand with bulletins such as this one (left) which points to the business to be had in various industries.

How We Spot and Analyze Markets For Mill Supply Salesmen

BY JAMES J. DE MARIO • Advertising and Sales Promotion Manager
Raybestos-Manhattan, Inc., Manhattan Rubber Division, Passaic, N. J.

Manhattan's thousands of products have thousands of industrial applications. To keep distributors' men informed about, and interested in, potential sources of business they might otherwise overlook, the firm compiles and digests a continuing series of specialized market studies.

Our marketing problem is a complex one, partly because of the number and variety of our products—30,000 of them, and nearly all of them industrial; and partly because of the variation in outlets through which we sell. Most of our distributors are mill supply houses. Some, such as cotton mill and sugar cane mill supply houses, are specialists. Others sell many different kinds of industrial supplies, so varied that there is competition for the interest

and attention of their salesmen for the lines represented.

The markets served by our distributors are exacting. Our customers want technical information of a high grade. They want to be served, not by run-of-the-mill salesmen, but by specialists.

Our problem, therefore, is to turn our distributors' salesmen into specialists—with the least possible cost, in effort and money, to all concerned. This we have done through a con-

tinuing program of furnishing information and selling help to the men. Much of this material, in bulletin form, is in the nature of market studies, so designed that a distributor and his staff may pick up quickly the information applying to their particular territory.

Our bulletins are prepared on the assumption that distributor salesmen may not realize the full potentialities of their territories, so far as our products are concerned. For example, a mill supply house may be doing a fine job with such markets as the textile and construction industries, but may not have realized the potentialities of the paper and pulp mill market there. But if the head of the distributor firm receives a bulletin on the paper and pulp industry, including a breakdown showing the exact number of paper and pulp mills in his state and others nearby, with



Reader Response is the Best Proof of Reader Traffic



OVER a long period of years survey after survey has shown The Progressive Farmer **FIRST** in regular readership and **FIRST** in preference among all publications read by farm families of the 14 Southern states.

But research results are only part of the proof. An even stronger indication that The Progressive Farmer captures and holds intense reader interest is the large volume of mail it receives from its one million subscriber-families.

Women readers alone requested 521,081 items of service from The Progressive Farmer in 1946 and 294,571 during the first five months of 1947. They wanted everything from recipes, patterns and beauty helps to advice on home planning and social problems.

Your advertising gets the attention it deserves, in a magazine which is studied, cover to cover, month after month, by alert, responsive readers. And remember, The Progressive Farmer subscriber-families are three times as prosperous today as they were before the war.

FREE: Write today for OPEN THE DOOR TO SALES a book of good news about a great new market!

Advertising Offices: BIRMINGHAM, RALEIGH, MEMPHIS, DALLAS, NEW YORK, CHICAGO
Pacific Coast Representatives: Edward S. Townsend Co., San Francisco, Los Angeles

43.7% Is ST. PETERSBURG

In 1946 St. Petersburg's retail sales amounted to \$85,634,000. This was 43.7% of the Tampa-St. Petersburg Metropolitan Market. (Total \$195,889,000—S.M. figures)

It pays to advertise to St. Petersburg—but remember to use St. Petersburg's own newspapers. No Tampa newspaper has as much as 600 average daily circulation here, and St. Petersburg papers cover this city like the sunshine.

ST. PETERSBURG, FLORIDA
TIMES (M & S) and
INDEPENDENT (E)
Represented nationally by
Theis & Simpson Co., Inc.
In Florida by V. J. Obenour, Jr., Jacksonville

select a medium that makes things move



To sell to the Refrigeration and Air Conditioning industry your best bet in the catalog field is the "Refrigeration Classified" section of the REFRIGERATING DATA BOOK.

Your potential customers will use this book daily throughout the next four years: it's the recognized working handbook of the industry—purchased by over *15,000 users.
(*Guaranteed net paid circulation in excess of 15,000)



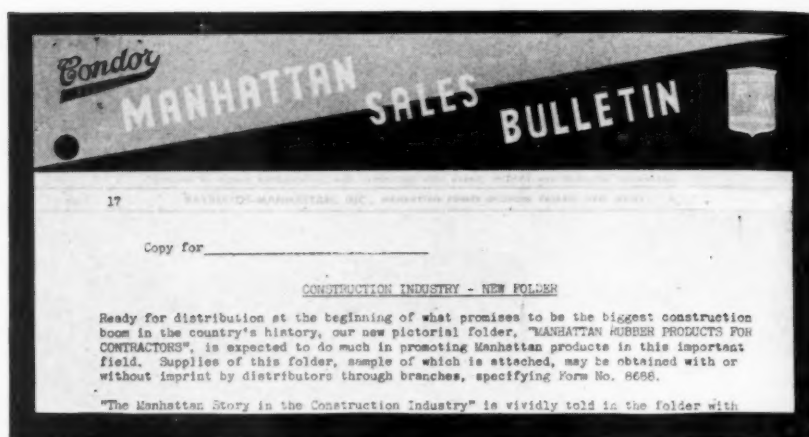
Compiled by AMERICAN SOCIETY OF REFRIGERATING ENGINEERS, publishers of REFRIGERATING ENGINEERING, monthly journal of the industry.

REFRIGERATING ENGINEERING

For Maximum selling results tell the thousands in America's second largest industry, about your product by selecting as your regular advertising medium REFRIGERATING ENGINEERING.

THE AMERICAN SOCIETY OF REFRIGERATING ENGINEERS

40 W. 40 Street New York 18, N. Y.



SELLING THE SALESMEN: Manhattan Rubber backstops its salesmen with complete technical data in separate bulletins on product uses suggested to prospects. Publication and direct mail promotional literature carry the story.

figures on production and expenditures, and a list of the products we make which these mills need, then he and his staff must surely begin to regard these plants as live prospects.

Our mailings to distributors vary, according to the industry covered and what we have to offer it. Here is an outline of a recently issued one dealing with the construction industry:

1. Summary of the contents of an illustrated advertising folder we had just gotten out, attached to the advertising. The message was angled to the construction field, and told of our products useful to it.

2. Two sets of figures on construction in progress and planned, from F. W. Dodge Corp., and from *Engineering News-Record*.

3. Comment to the effect that, although water and power projects planned or already under way are less ambitious than those of the 1930's, there is nevertheless a tidy set of irrigation, flood control and other river works programs in the offing.

4. Figures and facts on highway construction. These affect all states.

5. Summary of cement plants, giving production, telling of their need for new equipment, and listing the numbers of plants in the 14 states with 69% of all such plants.

6. Full list of Manhattan's rubber products which are needed by the construction industry.

Though our surveys and market bulletins are streamlined and seldom run to more than three pages, a great deal of effort goes into compiling many of them. We have no set system for developing the reports, but during the 16 years we have been using them to help those who sell our products, we have acquired quite a few techniques that facilitate the work of preparing them. All of us in

the sales, sales promotion and advertising departments are trained to be on the lookout for material, and we keep everlastingly at the job of clipping, assembling and writing about markets and prospects. We scan many industrial publications to get helpful information. Sometimes publications which solicit our advertising give us figures and information which can be reinterpreted and boiled down for use in our own market studies.

The survey material furnished by publications is of great value to us, but we check their reports to be on the safe side. For checking, we use United States Census figures, our own industry figures and other materials.

Sometimes we start from scratch and initiate our own surveys. As some of our specialty industrial products are made for specific applications, our surveys must be vertical, and tailor-made prospects for mailing lists have to be compiled. This would be true for textile mills having finishing departments which use rubber-covered rolls. Technical skill would be required for specifying the correct consistency of rubber used for the rolls. We also have market surveys on special products prepared by The Roland G. E. Ullman Organization, our advertising agency, which performs market survey functions.

Here's the case history of a campaign aimed at a specific market—cotton mills, to which we wanted to sell our Condor belts. Though rubber transmission belts had been successfully used in textile finishing plants as long ago as 1903, the picture had changed, and 15 years ago most mills were using belting not of rubber. Inspired by our southern district manager, we made up lists of textile mills (including the names of overseers, numbers of spindles, and

IS YOUR ADVERTISING INSURED?

Maybe you haven't even thought about it from this standpoint before.

Many advertisers have, however. Just look in the 'yellow pages' of your telephone directory and you'll see their trade-marks and brand names displayed over a list of their local authorized outlets.

Trade Mark Service insures that prospects you convince through national advertising will be able to find your outlets easily in their community...will be able to find your product or service *when they're ready to buy*.

It's good policy to obtain this dealer identification in the markets you sell...in one or all of the 1600 different directories covering the country from coast to coast. It's advertising insurance.



For further information, call your local telephone business office



detailed specific information), got out a special catalog for the industry, and inaugurated a direct mail campaign. We also conducted an advertising campaign in the leading publications in the field, using two colors (one of them red, the color of the belt) to show installations of belts actually in use. The belt was also exhibited at the Memphis "Buy a Bale of Cotton" exhibition, with promotion stressing the fact that cotton is used in its manufacture. Our distributors in the territory responded and many new ones were added. As a result, rubber belting was sold to these mills

in large quantities. Our competitors soon came in. We had opened up a new field for the industry.

Our other survey showed a comparison of each district's sales in relation to the industrial activity in the territory. This was checked three ways: (1) by sales per plant; (2) by sales per wage earner; (3) by percentage of branch sales to total products manufactured. The comparison is strikingly parallel.

Among the markets we have covered in our series of studies are: Construction, Textiles, Chemicals, Coal and Metal Mining, Oil Produc-

ing, Shipbuilding, Foundry, Quarries, Fire Equipment, and Paper. The picture changes from year to year, so we have to keep issuing new analyses. The task is simplified, though, once a study of some kind has been made, and a pattern established. The benefits of the system are cumulative, since what we learn about one industry or about one territory is, to some extent, applicable to others.

As a rule, we issue two versions of each report. One, on white paper, is for general distribution, both to our own representatives and to staffs of our distributors. Another, containing more technical details, is for our own sales engineers only. It is mimeographed on yellow paper. In each instance, the title—usually containing the name of the particular industry or market covered—appears at the top. This system of using distinctively colored paper for our bulletins, which are actually form letters; and of using subject titles and identifying key numbers, makes it easier to use and file this material.

Builds Backlog

Our market study work is planned in accordance with conditions. As soon as our backlog of war orders eased, our advertisements and market bulletins covered the specific products affected. Early in 1946 we decided to stimulate sales and build a comfortable backlog of orders (to maintain efficient production) for fire hose.

The campaign, in which our market analysis work was closely coordinated with advertising and sales promotion, was conducted along these lines. We ran full-page advertisements in color in fire department magazines. Then we issued two portfolios containing sales promotional material on both industrial and municipal fire hose: an advertising folder, duplex letterheads, blotters, reprints of advertisements, wall instruction card, and a form for ordering additional material. We distributed fire hose calendars with distributor imprints. As market information, there were lists of fire apparatus manufacturers and fire department supply houses, which we sent to our distributors, with data on buying habits of various channels.

Interest was maintained by follow-up bulletins, reprints of new advertisements and fresh market leads. The program was successful and sales increased appreciably.

It takes time and effort to supply our sales staffs, and particularly those of our distributors, with selling ammunition that is really useful to them. The policy has paid off, many times over, in results.



Circulation gain of The News-Sentinel during the past ten years has been more than 5 times as large as the circulation gain of Fort Wayne's morning paper.

CITY ZONE ONLY

News-Sentinel: 46.7% more home coverage than morning paper

RETAIL TRADING ZONE ONLY

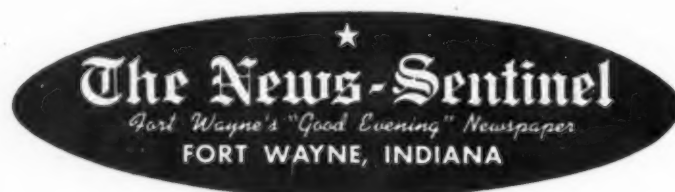
News-Sentinel: 22.1% more home coverage than morning paper

CITY & RETAIL TRADING ZONES COMBINED

News-Sentinel: 34.5% more home coverage than morning paper



The News-Sentinel is delivered to 97.8% of all homes in Fort Wayne every weekday.



REPRESENTATIVES: ALLEN-KLAPP CO. • NEW YORK—CHICAGO—DETROIT

Subway Poster Designed by

JEAN CARLU
NEW YORK

A leader in modern design in France, Carlu was sent to the United States by the French Government in 1940 and has remained here since then. His work is displayed in the Musee des Arts Modernes in Paris and the Museum of Modern Art in New York.



Stop 'em . . . to sell 'em! Your subway posters . . . flashing with color . . . arrest the gaze . . . capture the attention of New York's subway riding millions . . . who average 10 $\frac{1}{4}$ hours each in the subway every month. Tell them . . . sell them . . . with subway station posters . . . strategically located near thousands of retail outlets that cluster around the subway stations . . . Subway posters offer a combination unique in New York: **COVERAGE**—89% of adults; **REPETITION**—26 per month; **COLOR**—all you want.

NEW YORK SUBWAYS ADVERTISING COMPANY, INC., 630 FIFTH AVE., NEW YORK 20, N. Y.

**The Nation's Number One
Green Pasture...**



AMONG SOUTHERN CITIES

Again New Orleans leads the South in Population, Buying Power, Retail and Wholesale Sales—all the indexes that make a MAJOR MARKET.

And in this major market that paces an entire section The Times-Picayune New Orleans States gives a coverage that no other media or combination of media possibly can! TRULY A GREEN PASTURE FOR ADVERTISERS!

POPULATION	
New Orleans	562,200
Houston	478,500
Dallas	466,300
Louisville	375,000
Atlanta	365,700
San Antonio	350,000
Memphis	336,500
Birmingham	315,000

RETAIL SALES	
	Add 000
New Orleans	\$456,327
Houston	455,157
Dallas	425,163
Atlanta	375,257
Louisville	320,255
Memphis	302,508
Richmond	265,541
Birmingham	257,747

WHOLESALE SALES	
	Add 000
New Orleans .	\$1,276,426
Atlanta	1,192,348
Dallas	1,161,323
Houston	1,118,468
Memphis	1,019,935
Richmond	577,747
Birmingham	565,830
Louisville	544,376

EFFECTIVE BUYING INCOME	
	Add 000
New Orleans	\$693,694
Houston	642,974
Dallas	584,284
Louisville	554,631
Memphis	482,129
Atlanta	423,332
San Antonio	410,524
Birmingham	357,169

Source—Sales Management, May 10, 1947



**The Times-Picayune
NEW ORLEANS STATES**



OVER A QUARTER-MILLION CIRCULATION

Sunday 237,857

AM 150,552

PM 87,460

ABC Audit Report 12 Months Ending December 31, 1946



FEDERATION

News

Published Monthly by the National Federation of Sales Executives.

Issue 38

334 Paul Brown Bldg., St. Louis, Missouri

July, 1947

NFSE NATIONAL HEADQUARTERS TO MOVE TO NEW YORK THIS SUMMER



Left, George A. Marklin, the Federation's Managing Director for the past three years. Right, Robert A. Whitney, newly-appointed NFSE Executive Director.

George A. Marklin Resigns; Robert A. Whitney Appointed Executive Director

REMOVAL of NFSE headquarters from St. Louis to New York, the resignation of George A. Marklin as Managing Director and appointment of Robert A. Whitney as Executive Director of the organization was announced by Gene Flack, new Federation president, recently.

The changes, Flack said, were made with the approval of the Federation's board

of directors at their meeting in Los Angeles on June 5, following the Twelfth Annual Convention, and are all part of a long-range program of expansion planned by the organization.

"With plans underway for closer cooperation than ever before with other organizations in the field of distribution," Flack stated, "it was deemed imperative to move headquarters to New York City, where 22 of these agencies have their national offices."

Because of previous commitments that demand he remain in St. Louis, George A. Marklin, NFSE managing director, will not make the change to New York. Flack stated that the contract with Marklin "who has served the Federation devotedly and effectively in the capacity of managing director for three years," has expired.

Mr. Marklin has agreed to remain with the Federation until September 1, in order to facilitate the transition.

Whitney, a prominent member of the Federation for many years, has been in sales management and sales promotion work since his graduation from Hobart College in 1935. Among the many positions he has held in those fields have been: manager of advertising, Mc-

(Turn to next page, please)

Enlarged Activities Program to Be Planned At Board Meeting in Chicago on August 28

THE enlarged and expanded program of activities which the National Federation of Sales Executives plan for the coming months will be officially initiated when the Federation's Board of Directors meets at the Drake Hotel in Chicago on August 28 and 29.

It will be the first formal meeting of the board since the Twelfth Annual Convention at Los Angeles in June. Indications point to a record attendance of board members.

At this meeting, steps will be taken to put into effect the 15-point Platform of Progress announced by Gene Flack, new NFSE president, at the Convention. In addition, committee chairmen and members will be appointed and other important Federation business transacted.

President Flack has announced that the meeting in August "will be one of the most important in the history of the Federation and will

inaugurate a concentrated effort at expanding the organization and increasing its scope and influence."

"Out of this meeting," Flack declared, "will come a program which we hope shall prove of immense importance and benefit, not only to Federation members, but to the entire Selling profession."

Plans will be formulated at the meeting to further NFSE's prime objective of "Selling selling to government, top management and to every last citizen of the U. S. A." Selling as a career, increased collaboration with the National Distribution Council and the Federal government and the active promotion of the Creed of Standards are also high on the agenda.

At this meeting, board members will also attempt to plan ways and means of promoting more and better regional conferences, providing

(Turn to next page, please)

FEDERATION NEWS

Published by
The National Federation of
Sales Executives

334 Paul Brown Bldg., St. Louis, Missouri
FRANCIS X. O'BRIEN, Editor

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Midwestern—**Roy Warmee**—Minneapolis-Honeywell Regulator Company, Minneapolis, Minnesota.

Western—**G. J. Ticoulat**—Manager of Sales, Crown-Willamette Paper Company, San Francisco, California.

International—**Roydon M. Barbour**—Saturday Night Press, Toronto, Canada.

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Stan W. Alford—Division Manager, Iron Fireman, Atlanta, Georgia.

C. C. Walther—Walther Brothers, New Orleans, Louisiana.

R. L. Jones—District Manager, Pittsburgh Plate Glass Company, Oklahoma City, Oklahoma.

James H. Carothers—Sales Manager, Hages, Limited, San Diego, California.

Mitchell Heineman—Vice-President, Jantzen Knitting Mills, Portland, Oregon.

★ Honor Roll ★

SHOWS LARGE RISE DURING PAST YEAR

THE National Federation of Sales Executives Honor Roll of clubs supporting the Federation on the full, 100 per cent executive basis has risen from 45 organizations to nearly 60 during the past year.

Additions to the roll have come from the conversion of organizations formerly on the club basis and from the affiliation of new sales executives clubs throughout the country.

At present, only eight clubs are still members of the Federation on any other basis than of the full executive. Of these, several are in the process of executive affiliation and the others have membership qualifications which preclude their following suit.

Many other new sales executives clubs are also in the process of organization in many parts of the nation and it is expected that most or all of these will affiliate with NFSE.

First among the organizations to affiliate on the full executive basis during the past year are the Sales Executives Club of Oklahoma City, Oklahoma City, and the Sales Managers Club of Baton Rouge, Louisiana.

Others who have made the Honor Roll list during the past 12 months are: The Sales Executives Club of San Diego, California; the Sales Executives Club of Seattle, Washington; the Sales Executives Club of Mobile, Alabama, and the Rock River Valley Sales Executives Club at Rockford, Illinois.

Among the most recent executives clubs are the Sales Executives Club of Rochester, New York; the Sales Executives Club of Wilmington, Delaware, and three clubs in Canada: The Sales and Advertising Division of the Vancouver Board of Trade; the Sales Managers' Section of the Advertising and Sales Club of Hamilton, Ontario, and the Sales Executives Club of Kitchener-Waterloo, Ontario.

YOU OUGHT TO BE IN PICTURES!

All readers of FEDERATION NEWS are urgently urged to gather up all their old snapshots, tintypes, candid studies and daguerrotypes and shoot them along to Federation headquarters. We need material for FEDERATION NEWSREEL!

If you or your club have any good photographs of the Sales Executive in his natural habitat, mail them in and we'll do our best to print them. If you do, be sure to include all vital statistics on the time, place and cast of characters in each shot.

NATIONAL HEADQUARTERS

(Continued from Page One)

Graw-Hill Company, New York; sales promotion and advertising manager, the Corning Glass Works, New York; and consultant to the Office of War Mobilization and Reconversion, and the Reconstruction Finance Corporation.

Chairman of the Federation's Extension Committee for the past year, Whitney was also secretary and director of the Sales Executives Club of New York from 1945 to 1946.

NEW PROGRAM

(Continued from Page One)

clubs with increasingly valuable program material and helping member organizations in every other way possible.

In addition to appointing members to existing committees, the board plans to form several new and important committees. Foremost among these will be a group appointed to make a thorough study of the educational background of sales managers as an aid to determining curricula for sales management courses in schools and colleges.

Also on the docket is the formation of a Travel Committee to probe the possibilities of closer cooperation and more favorable consideration by hotels and travel agencies.

Speech of the Month

THE FUNDAMENTAL TRAINING JOB OF MANAGEMENT

Excerpts from an address before the recent Conference on Training and Education in Industry at New York City by ARTHUR A. HOOD, Editor, "American Lumberman" and Building Products Merchandiser, Chicago, and President of the National Society of Sales Training Executives.

IT IS generally agreed that in order to keep our industrial machinery producing effectively, today's management must satisfy five groups: investors, suppliers, distributors, consumers and the general public.

This listing purposely leaves out a vital factor—the worker. Management must do more than satisfy workers. It must integrate them into a productive team of management and worker. Management cannot satisfy these five groups alone—management is helpless without the worker—as is the worker without management.

Basically but two things can improve our standard of living—(a) increased production and (b) lowered costs achieved by the reduction of waste. These are the result of improved skills and attitudes. And training is our vehicle for correcting work that can be improved!

The ability to teach and train is increasingly a part of successful management. We can manage machines but we must teach and train people! How does successful management go about getting the most productivity out of people? The same way that it does out of machines—in principle—but infinitely more complicated in practice!

To get peak performance from a machine, management feeds it what it needs—oil, power, fuel, materials. It cleans and polishes the machine and adjusts it to minute perfection. Then it maintains the adjustment and feeding processes. Men, like machines, are physical entities and need similar physical adjustments. But men are also mental, emotional and spiritual entities.

Machines do not have attitudes but men do. And attitude in large measure controls the volume of production of the man—and through the man—of the machine. Without

correct attitude skills are seriously limited production-wise.

Spurred by the exigencies of war and implemented by T.W.I., American management has gone far in the training of worker's skills. But workers are not delivering the full capacity of their newly trained skills because of faulty attitudes. We have mentioned that men differ from machines. A further problem is that no two men are alike. This wonderful thinking machine—man—must have individual adjustment.

If men are to be managed to maximum productivity in groups, it must be in a manner that gives them an awareness of management's interest in them as individuals. This need for individual adjustment of the human "machine" indefinitely complicates management's problem because the individual must be fed, tuned up and adjusted in all of its parts—the physical, the mental, the emotional and the spiritual.

Correct attitudes of both management and worker may only be secured through education and training. Only through training and education can we secure that maximum productivity of the team which leads to maximum comforts and compensation on all four planes of human experience.

What then are the specifications of this training tool? They are not completely written as yet but we know that training must be adjustable to the mental, emotional and spiritual gauges of each individual worker or management factor.

Let us now examine briefly these three aspects of the individual:

The Mind: seeks understanding and creative expression.

The Emotion: seeks removal of fears and a sense of personal importance.

The Spirit: seeks freedom and opportunity for growth and prog-

ress.

The most important aspects of the training tool then are the Principles, Policies, Intentions and Attitudes of the management using it—as reflected by the company's training people.

Because of the sheer problem of numbers, top management cannot contact the worker often on a man-to-man basis. But the constructive impact of top management personally on the individual can be had through the trainer. It has been truly said that "Policy is the moral I. Q. of management."

Workers inevitably reflect what they think is the attitude of management. Attitude begets attitude. Intent gives birth to intent. And the source of power, i. e., management, generates the process of action and reaction. The training tool then becomes an important part in interpretation of management's principles, policies and attitudes to the worker, but it should be more—it should be the vehicle by which the worker is interpreted to management.

The trainer then is both entrepreneur and catalyst in the human structure of a company—in a very real sense the coach of the team—who trains each player to the peak of performance. In the small business, of course, the employer must be both trainer and management.

The trainer who effectively uses this tool of education and training in developing manpower for superior performance must thoroughly understand the Anatomy of Attitude.

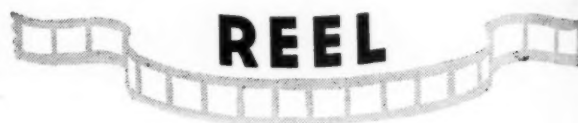
The Anatomy of Attitude

We have said that behind every attitude whether of management or worker is the intent which conditions the attitude. But let us now get at the very roots of attitude.

Basically attitude is grounded in

(Turn to page 6, please)

FEDERATION *News*



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Crown-Willamette
Paper Company,
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& Varnish Co.,
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District 3.



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District 9.



R. N. JONES
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Plate Glass Co.,
Oklahoma City, Okla.,
District 10.



JAS. H. CAROTHERS
Sales Manager,
Hages Ltd.,
San Diego, Calif.,
District 11.



MITCH. HEINEMAN
Vice-Pres., Jantzen
Knitting Mills,
Portland, Ore.,
District 12.

SPEECH OF THE MONTH

(Continued from Page 3)

faith—or that lack of faith which is fear. Faith gives rise to higher aspiration—fear lowers aspiration. Aspiration is the underpinning of motivation, and motivation gives shape to the intent which in turn conditions attitude.

Here then is the complete anatomy of attitude: Aspiration can rise no higher than the balance of faith and fear. An individual's motivation can be no higher than his aspiration. Intent can be no better than motive. And intent governs attitude. Among all humans the area of faith, fear and aspiration is the frame of reference to which motivation, intent and attitude is constantly adjusted.

Because manpower inevitably reflects what it thinks is the faith, aspiration, intent and attitude of management, we of management must look long and deep into the quality of our individual faith, aspirations and intentions. We must accept the probability that these qualities in our people will not rise higher than our own.

Analyzing Typical Worker Attitudes

Let us now examine the vagaries of the workers' mind, emotion and spirit that need adjustment.

Instead of having faith in management's intent, the individual worker is often motivated by two fears: first, the fear of loss of livelihood which gives rise to the belief that he may work himself out of a job and profoundly affects his attitude and productivity regardless of how well-trained his skills and second, the fear that his evident necessity for a job will result in exploitation by management.

Realistically these fears keep our workers from full productivity and all our training in skills will be partially ineffective until we bring about the necessary mental, emotional and spiritual adjustments. Or, to state it another way, until we have mutual education and training in constructive attitudes we will fall far short of our potentialities.

Because the productivity of workers inevitably controls the productivity of management—in our own interest as well as that of our workers—we must be about the job of universal attitude training. To achieve in the area of attitudes that increased productivity which has been achieved in the training in the

area of skills is the next big job of business!

A Two-Way Adjustment

The adjustment of attitudes in the industrial team of management and worker is a two-way process as well as an individual one. Here again is a basic distinction between the adjustment of men and that of machines.

Initially management will have to reappraise and in some cases rebuild its own structure of attitude—define more clearly its own faith, fears, aspirations, motives and intents. It may not in many cases be so much a problem of attitude replacement as it is of articulation. To repeat—it is what the workers think is management's attitude that governs! Many companies are losing productivity they would gain if management's constructive attitudes were articulate. This is the trainer's responsibility.

Of all the positive attributes, sincerity is the most important because workers' detection and reaction to management's insincerity is almost instantaneous. Unless the positive attitude replacements are genuine, not only is nothing gained, but productive ground will be lost.

Hundreds of American companies which are noted for their splendid industrial relations (and high productivity and profit) attest to the soundness of these positive attitudes and policies. They are not a rarity—but they are too scarce in the industrial scene.

A Head Start on the Problem

Top management in many companies has at hand an effective instrument of accomplishment—Sales training. It may be more than coincidence that five corporations have within the past sixty days assigned the sales trainer to the post of Coordinator of Production Administrative and Sales Employees Training.

Be that as it may, it is certain that in the evolving principles, policies and techniques of sales training are to be found most of the requirements for the constructive attitude training of all employees whether sales or otherwise. The development of constructive attitudes is a vital necessity in sales training. Selling is persuasion. It is persuasion that leads to action. Selling is getting people to do what you want them to do in the way you want it done not because they have to but willingly and enthusiastically. We have said that teaching and training

are an essential function of management. Now it may be said that management's principal function is "selling" all those it must satisfy—investors, suppliers, distributors, consumers and workers!

Salesmen are not only trained in constructive attitudes but equally important, they are trained on how to generate constructive attitudes on the part of customers—and workers are customers as well as employees. Management has advanced farther in employee relations in the area of selling for the very good reason that an unproductive salesman is the greatest industrial waste.

Here are 15 of the principles, policies and attitudes of management which have been tested in the education and training of salesmen which may now be expanded to the attitude training of production, administration and service workers:

1. It is only through greater production that you can have more.
2. Service to the customer is the motivation of business.
3. Knowing how to get along with people is as important as product knowledge and skills.
4. A clear cut job specification and evolution—with specific quotas.
5. Incentive to extra thought, ingenuity and creativeness.
6. Rewards in both money and other satisfactions for increased productivity.
7. An understanding of the importance of the constructive organization of the individual's time.
8. An understanding of the necessity for rules, regulations and the causes of disciplinary action.
9. Conviction that security is to be had in mutual trust and loyalty.
10. Conviction of identical interest of management and men.
11. Conviction of an opportunity to grow—to make a life as well as a living.
12. An understanding of how a free economy works and can work.
13. A sense of importance and significance—of having a consultative position on the team.
14. We must exercise the full use of our own investing and spending power to protect our own jobs.
15. A break-down of the feeling of varied ranks. A true sense of partnership.

Washington LETTER



Prepared for
National Federation of
Sales Executives by
Business News Service

TAXES

Whether the new tax bill cutting rates 20 per cent January 1, 1948, goes through or not is strictly politics. Veto of the July 1 cut foreshadowed an Administration bill taking several million families off the 1948 tax rolls. In reply, Chairman Knutson quickly introduced a bill just like his old one except that the cuts were to be effective in January instead of July. Such a bill, if passed at once, could stop an Administration proposal by leaving insufficient revenue for more personal cutting.

The new bill probably would attract enough minority votes to pass over a veto. But majority leaders are afraid that the President, instead of vetoing again, would sign—perhaps, with a statement that one objection to H.R. 1 had been eliminated and that he was willing, in the interest of harmony, to waive the others. This could take taxes out of the 1948 campaign altogether—and leaders are not sure that's what they want.

MERCHANTS ACT

The independent tire dealers are behind the "Independent Merchants Act," a bill printed and circulated by the Senate Judiciary Committee but, so far, unsponsored. The bill goes far. Among other things: discounts are to be uniform and price on an F.O.B. plant basis; prices to wholesalers must not be above those debited to manufacturers' own retail outlets. Unlike earlier bills pushed by tire dealers, this one covers all trades, not just tires. However, some of the dealers are pushing earlier ideas instead of the new one, i. e., segregating tire manufacture and distribution.

RETAILERS—LABELS

Senator Langer, who has been investigating dealer relations, has a flock of complaints from new retailers that they can't get sales franchises on name-brands unless they purchase accessories they don't need, make large down deposits, etc.

Congress has a bill making false labeling of furs a penal offense, with enforcement in the hands of FTC. The trade now operates under a fair practice code, which, both manufacturers and dealers will insist when hearings open, adequately protect the customer.

BASING POINTS

Federal Trade Commission has thirty-odd

CREDIT

With regulation "W" being scrapped, sales executives should keep abreast of the attitudes of bank examiners to new time loans. Readiness of the banks to discount additional paper ultimately will influence trade. Best presentation is an address to Wisconsin Bankers by Dr. Ernest A. Dauer, Federal Deposit Insurance Corp. Write FDIC to get it, mentioning NFSE and BNS. Some of his points:

1. Lengthening the payment period is sounder than cutting the down payment. Buyer should have an equity. The period must not stretch beyond valuable life of the product. Bankers should watch this.

2. In the gas and electrical appliance field, introduction of low-priced models increases the danger of repossessions on higher-priced lines. Orphan merchandise by new manufacturers who fail must also be watched; brand names are best.

3. FHA insured repair loans should be encouraged.

4. Banks should put more value on recourse to the dealer than on repossession, which is costly.

5. Dealers may be overloaded with deep freeze units, de luxe refrigerators, radios and other electrical appliances, particularly where brand names are lacking.

cases on its own dockets or before the courts seeking to outlaw basing points, among which the newest is a complaint against Corn Products Refining and other companies.

Three years ago, FTC secured a Supreme Court opinion that the company's basing-point system entailed price discrimination under the Clayton Act. In that opinion, the Court pointed out that the Court had condemned only discrimination and not basing points themselves. These might be legal or illegal, depending on cases.

TRADE CODES

Although the Commission is going ahead with its program to impose fair trade codes on industries, as a substitute for separate actions against separate concerns, push behind the drive seems to have lost enthu-

siasm. For instance, the program was scarcely mentioned when FTC appeared before Congress in request of appropriations.

The cosmetic code hearings will probably be postponed until Fall. In this industry, alleged violations are most variegated so that drafting of fair-trades rules, particularly with respect to use of demonstrators, is admittedly hard.

RETAIL COMMITTEE

Secretary of Commerce Harriman has agreed that in all retailing matters he will consult with the "Retail Advisory Committee," which at a recent meeting in Washington elected as chairman G. I. Bailey, secretary of the Central Council of National Retail Associations. Especially, he will consult with them on the distribution census.

The Committee is trying to persuade the Department to set up a special Office of Retailing without expanding the budget. Since this means cutting somewhere, a big retailing office is not likely; however, the door is not closed to some expansion.

SALES TREND

News coming to the Department indicates that the bearish talk in April induced manufacturers in many lines to oversell on the expectation of later cancellations—which did not arrive. This suggests that at the moment an upturn in orders could log-jam.

However, over-all retail sales in May, allowing for seasonal factors, were 3 per cent below April. In contrast with earlier trends, durable goods sales, especially autos, were poor.

MARKET INDICATORS

Department's "State and Regional Market Indicators—1939-1945" aimed chiefly at sales executives, will be off the press in a few weeks and will be sold by the Superintendent of Documents. No price has yet been set.

Volume will use data collected since the last census—income, population, sales receipts, telephones in use, auto licenses, etc.—mostly broken down by State. Year by year, it will give each State's percentage of the total, thus showing shifts in relative positions.

Scheduled approximately for Fall publication is "Opportunities in Selling," prepared by the Department in cooperation with NFSE and carrying a foreword by Ray Bill.

CENSUS

The President has just asked a special \$12.4 million appropriation for a Census of Business. Bills in the House and Senate authorizing the count at last seem likely to go through. If Congress puts through an

appropriation this month, the count, covering 1947, will start in January. But the Appropriations Committees may wait until next year.

Appropriations severely cut current business checks taken through sampling. Bureau intends to retain most series but will reduce their accuracy by polling fewer concerns or will coarsen the breakdowns of products or will publish less frequently as the case may be. In some trades where inventories and backlogs are closely watched to guide buying and pricing policies, loss of figures will be a matter of regret.

RADIO

The bill in the Senate, S. 1333, to overhaul the Federal Communications Commission, seems likely to die, though it is sponsored by Sen. White, who fathered the present Act. Bill is opposed both by the industry, which wanted to get rid of all controls other than those protecting their licenses, and by FCC. With the bill killed, talk about changes in law will die out; more will be heard about self-policing, particularly with respect to "commercials," almost under attack.

CONSUMER FINANCES

Federal Reserve Board, whose study of individual savings attracted high attention some time ago, now has published a new "Survey of Consumer Finances." Write the Board for it, mentioning NFSE and BNS. Taken by income groups, the survey shows consumer plans to buy durable goods, including autos and real estate. Fewer plan to buy than did last year.

SUPREME COURT

Salesmen who have taken policies from United Commercial Travellers should be aware of its Supreme Court victory in United Commercial Travellers vs. Wolve. The decision gives UCT power to change its constitution without danger of suit by members. Suit hinged on a rule that denials of benefits must be contested within six months—or no money.

In "U. S. vs. National Lead," the Supreme Court allowed "reasonable royalties" on a patent that allegedly had been an instrument to create a cartel but was later abandoned through a consent decree.

The Chicago Circuit Court, in Morton Salt vs. Federal Trade Commission, threw out an FTC order against quantity discounts offered on like terms to all comers. Court said the Commission must prove that the discounts were not related to costs or that they harmfully discriminated. Filing of a dissenting opinion in the case indicates appeal to the Supreme Court, with the FTC evidently trying to outlaw discounts per se.

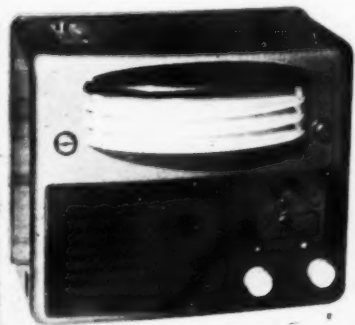


FOR PROS AS WELL AS DUFFERS: Golfing gadget makes it easy to get the ball out of the sand or water without getting the golfer's hands wet or dirty.

... coming your way

.....**sav-a-ball**, a new golfing gimmick is being introduced by Perry Products Co. It is designed to serve as a retriever of stray golf balls and is cup-shaped and has a tapered tubular neck which enables the golfer to slide it onto any standard club handle. The cup shape of the gadget makes it easy to get it under the ball and lift it out of water or soft earth. Sav-A-Ball is constructed of rust-proof metal.

.....**music menu**, a compact, coin operated radio, has been designed by Music Menu, Inc., for use in cafes, restaurants and drug stores. It is equipped with two cylinder-type locks and a slug rejector. There is also an electric credit unit which makes it possible to accept up to 24 coins at once. The radio has standard tubes, Hi-Q



COIN OPERATED: Radio designed for cafes, snack bars, and restaurants.

coils, built-in master volume control and standard external volume control.



NO BUTTONS TO PUSH or switches to flip. The envelope trips the contact bar.

.....**electric letter opener**, a portable electric machine, which can open up to 100 letters a minute, has been developed by the Industrial Molded Products Corp. It is called the Imp Envelopener, and once it is plugged into either AC or DC current it can remain plugged in because no electrical contact is made until the envelope is slid along the machine table where it trips a contact bar. Operators of the machine are safe from cut fingers because the concealed cutting wheel is located behind a guard bar which allows just enough of the envelope to be

sliced off without injuring the contents. The opener, which weighs only 5½ pounds, has a self-sharpening blade and fan-cooled motor.

.....**pHisoderm**, a new personal detergent, has come out of the laboratories of the Winthrop Chemical Co., Inc. It has been tested extensively by stage and television performers and is said to be highly efficient in removing theatrical make-up. Chemically, the product contains what is known as an ether sulfonate solution combined with cosmetic emollients. The synthetic detergent pHisoderm is produced in the form of a thick, fluid cream which is nonirritating. It contains no soaps, fats or acids. It will be marketed through drug stores.

.....**skillet liners**, developed by the Pannette Co., now enables the housewife to fry and cook foods without the disagreeable clean-up job caused by grease. They are made of non-absorbent, non-inflammable, burnished aluminum material and come in sizes to fit standard skillets. Besides simplifying the job of pan cleaning, they may be used alone for baking foods. Once a liner is removed from the pan, it may be folded and discarded together with the grease that causes damage to hands, sinks and drain pipes.

.....**canned bread**, for sportsmen, tourists and for overseas parcels, has been introduced by Wuest Laboratories. The new product is made of five grains, rye meal, cracked wheat, rice bran, barley flour, cracked oats and soya flour. Further enrichment has been obtained by adding vitamin B complex, iron and niacin. The vacuum-packed, thinly sliced loaf is particularly suited to long shipments and storage. Almost the entire daily ration of 1,200 calories considered essential for one person is supplied by a single can.



FLAVOR-RICH AND NUTRITIOUS: Has high protein, mineral, vitamin content.



"PUH-LEEZ **Detroit**

... get me a new car!"

From every nook and corner of the nation come these pleas . . . and despite Detroit's over-time efforts to answer them, it will be years, according to the best authorities, before supply approaches demand. This means capacity production for Detroit's huge auto plants . . . it means steady employment for more than a million Detroit workers . . . and it stamps Detroit as America's most fertile, most stable market for all types of products.

You can reach Detroit's immense buying power, effectively and economically, through The Detroit News alone . . . with the largest weekday circulation of any Michigan newspaper, and the largest A.B.C.-recognized home-delivered circulation of any newspaper in America . . . reaching 65% of Detroit's auto owners, 64% of the home owners, and 63% of the total income!

Total weekday circulation 421,999—Total Sunday circulation 538,233—A.B.C. average for 6 months ending March 31, 1947



National Representatives: Dan A. Carroll, 110 E. 42nd St., New York 17—The John E. Lutz Co., Tribune Tower, Chicago 11

Owners and Operators of Radio Stations WWJ, WWJ-FM, WWJ-TV
SALES' MANAGEMENT

MARKETING PICTOGRAPHS

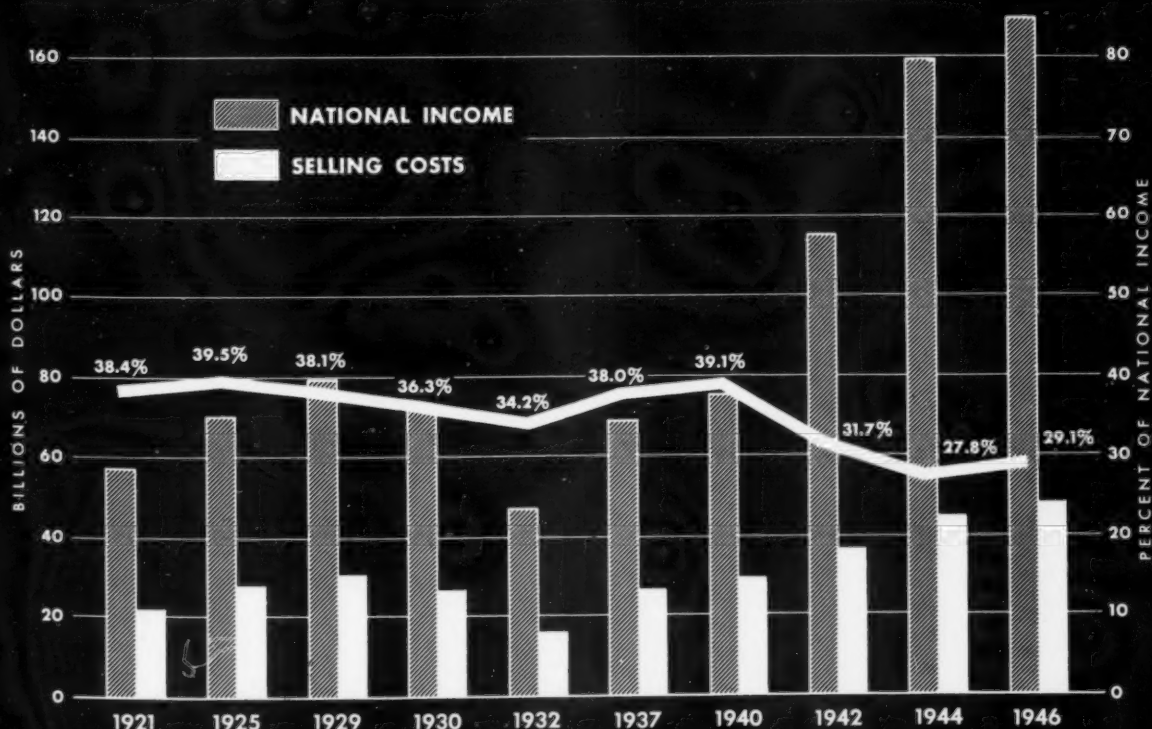
Planned by Philip Salisbury, Executive Editor, and designed by The Chartmakers, Inc.

SELLING EFFORT is running at an all-time LOW

For about two decades, selling costs (all types) as a per cent of our national income had a relatively narrow range, averaging about 37%.

But even within the narrow range of 34.2 to 39.5 we can see striking effects on the national economy as the sales function expanded or contracted. In the Twenties selling effort increased nine billion and income went up twenty-three billion. From 1930 to 1932 we were scared: we lopped off fourteen billion in selling effort and income plummeted thirty-three billion. Then we got our courage back, and from then until our entry into War II, income went up \$3.50 for every additional \$1.00 in sales effort.

Today we are spending ten per cent less for selling than in 1925. Are our sales efforts that much more efficient? Or are we just coasting? Are we doing a good job of creating desires today?

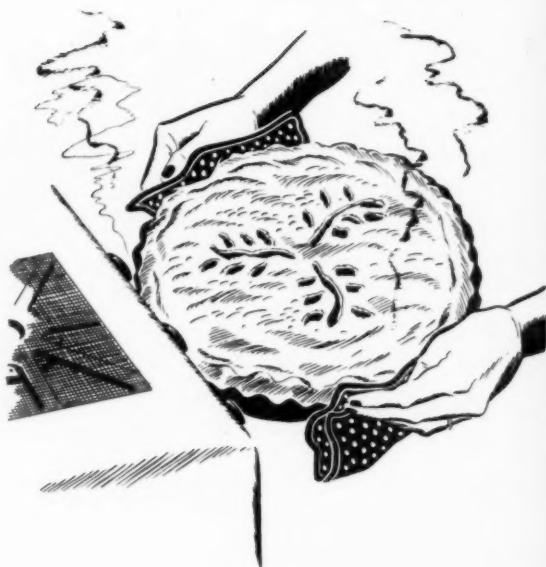
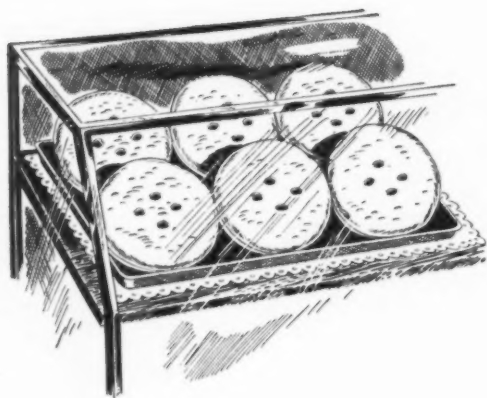


PICTOGRAPH BY
Sales MANAGEMENT

8-15-47

Source: Estimates Through 1944 Courtesy
Robert E. Harvey, Jr., National Analysts, Inc.
1946 Estimate by SALES MANAGEMENT





there's no magic in mere numbers!

No showcase of store-bought pies can ever whet your appetite like a single home-baked masterpiece. Same way . . . you'll never get sales-happy from advertising that goes to school-age youngsters and retirement-age oldsters when your big market's the *homemaker*.

So it's easy to see why more and more manufacturers of household goods—foods and furnishings, drugs, kitchen equipment and building materials—are giving their doting attention to the readers of *The American Home Magazine*.

Every one of these folks is an active, busy, busy homemaker. Together, they're purchasing agents for some 2,500,000 families. They're cooks too, for several billion meals a year; planners and fixer-uppers of more than two million single-family homes.

That's why *American Home* is their *handbook*, and why they pore over it with the same zest other people have for the comics or the latest mystery and romance. They're looking for excitement—but of a *different* kind.

They seek the thrill of new, practical, workable ideas that will make their home life fuller, more enjoyable, more comfortable. And they find this excitement—and *incitement*—both in the articles and advertising pages of *American Home*.

Three out of every four *American Home* readers clipped and used an average of 22 *American Home* recipes last year. Thousands upon thousands wrote letters and mailed coupons to editors and advertisers. Third largest of all home, women's and general magazines in editorial food lineage, *American Home* brings homemakers a wealth of tried and tested meal-planning helps, as well as a continuing stream of usable suggestions on every important phase of homemaking and homekeeping.

This, in brief, is the "open" secret of *American Home*'s reader magic that so many businesses have found profitable. How soon can it go to work for *yours*?

FOR HOMEMAKERS ONLY...



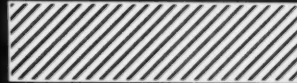
▶ A consuming interest of more than 2,500,000 homemaking families ◀

SOURCES OF MORE SALES: Income and Liquid Savings

The preceding Pictograph shows how anemic are our present sales efforts in relation to current national income (now running at a rate better than \$170 billion). People can buy from present or anticipated income, or draw from savings. Without asking them to mortgage their homes or sell their securities or borrow on their life insurance, they can dig up almost \$200 billion from these sources:



Currency



\$26 BILLIONS



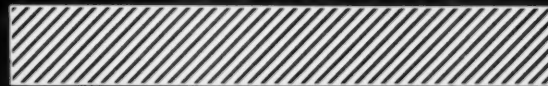
Time deposits



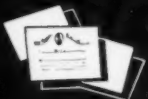
\$53 BILLIONS



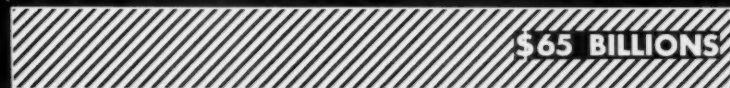
Checking accounts



\$49 BILLIONS



Government securities



\$65 BILLIONS

Sources: Various Governmental and Private

Cash vs. Credit in Department Stores

Despite recent sharp increases in installment and charge account sales, the greatest gains since 1941 have been made in cash transactions in the department stores of all Federal Reserve districts.

MAY 1947 SALES ARE COMPARED WITH THE 1941 BASE WHICH EQUALS 100



The Hearst Newspapers **Universal**



call upon Congress for **Military Training**

FROM AN OPEN LETTER BY

William Randolph Hearst

PUBLISHED IN THE HEARST NEWSPAPERS, APRIL 28, 1917

"Universal service as now proposed is merely *military education* of the young men of the country in the most important and patriotic of all public or private duties—namely, the nation's defense . . .

"The object of this education—the protection of our families and our fellows, the safeguarding of our American institutions and standards, the perpetuation of our American principles and liberties, the defense of our dear land—is the noblest object and obligation of our citizenship.

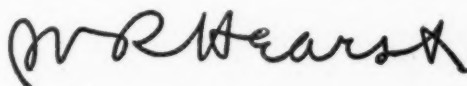
"Moreover, a course in military education for our young men is as much an advantage to them as it is a service to the nation.

"A course in military training is, first, a course in physical training, and such a course is of prime importance in maintaining and developing the *physical excellence* of our people and of our race.

"A course in military training is, second, a course in discipline, and such a course is

most important in developing the *moral calibre and character* of our youth and our people.

"A course in military training is, third, a course in system and organization and efficiency; and what our nation and our people most need for the adequate development of the immense resources in our country and within ourselves is *universal training in system, organization and efficiency.*"



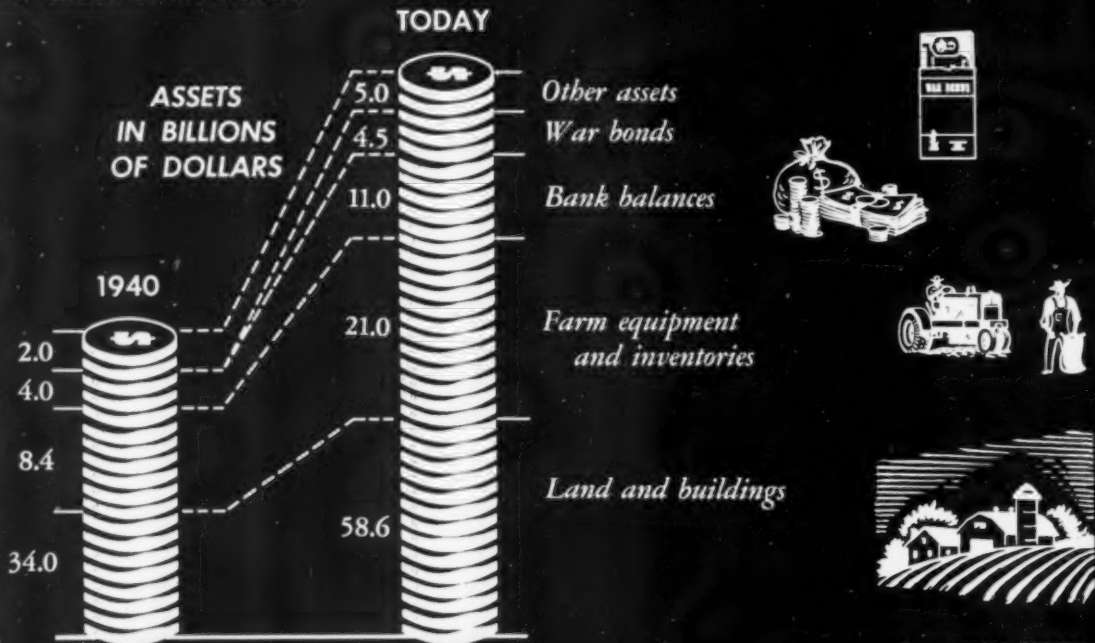
Mr. Hearst's words, published less than a month after America entered World War I, have not lost an iota of their truth or conviction in the intervening 30 years. The Hearst Newspapers will continue to work for Universal Military Training.

They will continue to expose the Communists, the professional pacifists, the misguided disarmament clique and all other subversive or sloppy-minded groups who oppose this program.



Farm Assets Are \$100 Billion

The farmer today is twice as well off as he was before the War. Unless there is further inflation in land prices, he should be better able to make the transition to peace-time economy than any other citizen of the nation.



More Than Half of the Farms are Electrified

As of the middle of last year 52.9% of the nation's farms were electrified. Greatest gains in the decade were made in the South and South West.



PICTOGRAPH BY
Sales MANAGEMENT

8-15-47
8-15-47

Source: Rural Electrification Administration



Tips



Your Opportunity . . . Wholesaling. If you're one of the 200,000 wholesalers in this country and you're interested in luring well trained personnel into your industry, you might want to see this pamphlet. Written by Joseph Kolodny, president, and Chester C. Kelsey, executive vice-president, National Association of Wholesalers, the booklet points out the significance of the wholesaling function and its career potentials. Wholesaling is the seventh largest business in the United States in number of establishments; it employs a million and three-quarter persons, and transacts an annual business of close to \$150 billion. This folder presents briefly the background needed for a successful wholesaling future. It emphasizes that wholesaling is more than just buying and selling, that its multiple operations encompass selection of markets and merchandise, buying, receiving, warehousing, etc. For copies, address the Association at 200 Fifth Ave., New York 10, N. Y.

Cuba: Supplies Your Sugar, Buys Your Products. Cuba is traditionally one of the largest markets for farm and factory exports from the United States. And in one way or another, industry here is busy trying to extend that market. The 168 members of the American Chamber of Commerce of Cuba know that Cuba's ability to sell sugar to this country controls our ability to sell American goods to Cuba. Very few of these members—processors of foodstuffs, producers of cars, trucks and electrical equipment, manufacturers of textiles, pharmaceuticals, cosmetics, photographic supplies, office equipment—deal with sugar directly. But this booklet presents, graphically, market facts to prove to American business the value of Cuba as a United States customer. Figures showing the relationship of our sugar imports to Cuban exports indicate that in 1932, when sugar import was only 1,806,000 tons, Cuban exports amounted to \$28 million. But in 1946 when we imported 2,260,000 tons, Cuban exports climbed to \$272 million. For copies, address the American Chamber of Commerce of Cuba, P.O. Box 849, Havana, Cuba.

AUGUST 15, 1947

In Troy, N. Y., The Record Newspapers Give 99.8% Coverage In A Market With A \$151,000,000.00 Buying Income

HERE'S WHAT THE ABC TROY CITY ZONE OFFERS:

RETAIL SALES

\$77,195,000*

NET EFFECTIVE
BUYING INCOME

\$151,474,000*

COVERAGE

99.8%†

COST

14c per line

* Sales Management's 1947
Survey of Buying Power

† ABC City Zone Occupied
Dwellings: 31,863. City Zone
ABC Circulation 31,811. ABC
Total Net Paid 42,393

In the ABC
Troy Retail Trade Zone
a full-page costs less
than 1 cent per
family reached

THE RECORD NEWSPAPERS

• THE TROY RECORD •
• THE TIMES RECORD •
TROY, N. Y.



What Big Money Advertising Is Doing for West Coast Lumber

BY LAMAR NEWKIRK

Woodsmen were smarting under charges that the lumber industry is to blame for building delays . . . that prices are excessive. So now they're telling their side of the story. They want—and are getting—strong retail support.

Burly loggers are coming out of the Northwest's vast forests to do a new kind of job. Instead of mackinaw and "tin" pants, they're wearing business suits and carrying salesmen's portfolios.

These loggers have banded together in a group called "West Coast Woods," meaning the loggers and handlers of Douglas fir, West Coast hemlock, Western red cedar, and Sitka spruce. They're spending a million dollars to (1) tell the public why there is a lumber shortage, (2) to sell lumber.

Lumber doesn't have to be sold—now. What, then, is behind all this activity?

Lumber was among the last of the big items to be released from heavy war commitments which lifted Government purchases from a pre-war 16% to a wartime 76%. This left little for the civilian purchaser.

Lumbermen watched with feelings akin to horror when retail lumber yards began to stock aluminum doors, steel casings, concrete blocks, war-developed compositions; in fact, almost everything but hard-to-get lumber.

West Coast lumberman saw that it was time to do some talking. Large-scale, industry-wide sales promotion has been a foreign subject to West Coast lumbermen. Traditionally, these men have been production, not sales minded. At first, 76 major firms banded together. Someone suggested a million-dollar sales campaign. "When we mean business, we mean business," they agreed.

The whole thing started this way:

A governing committee representing major operators in the Pacific Northwest met in 1945 and decided there were "many reasons" for getting on the sales promotional bandwagon,



WILL HE HAVE A MARKET . . . 10 . . . 25 . . . 50 years from now for his lumber? "Yes," say woodsmen, backing the promise with a million dollar advertising campaign which is to be as permanent as the forests.

SALES MANAGEMENT

SHAKE HANDS WITH SCRIPTO



*...the salesman who shakes hands
with your customers every day!*

YOUR advertisement in color . . . in action . . . right in your customer's hand! That's what you get with Scripto "Adgif" pencils, created expressly for your use as advertising specialties or premiums. Scripto adds a "plus" with a punch—the popular appeal of the Scripto name, famous

the world over for writing instruments of quality. Your choice of a wide range of prices and "best-seller" colors, with or without your company imprint. » Scripto mechanical pencils . . . largest sellers in the world . . . are advertised to millions every month in *Life*, *Time*, *Collier's*, and *Saturday Evening Post*. » Get the full story of Scripto "Adgif" pencils.

*Pencil above is exact size.
Pencils at right slightly reduced.*

Scripto
REG. U.S. PAT. OFF.
LONG-LEAD PENCILS

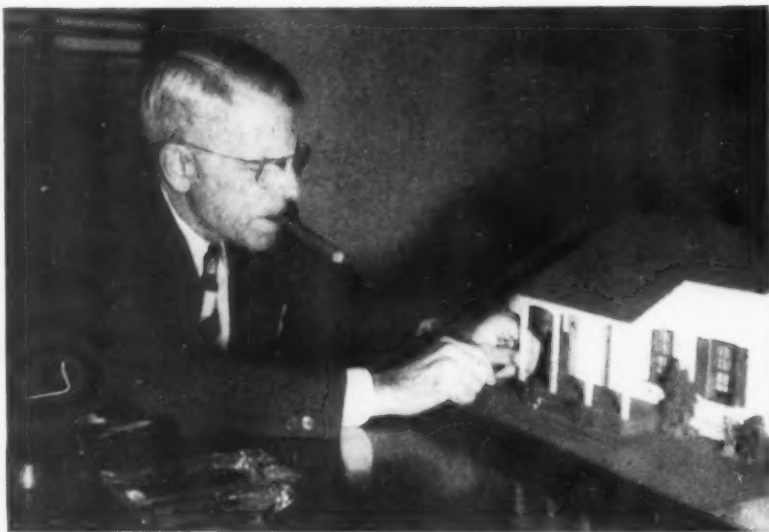
*No advertisement like a pencil.
No pencil like a Scripto*

ADGIF COMPANY, Dept. 1-4
Division, Scripto, Inc.
Atlanta, Georgia

We'd like to know more about Scripto "Adgif" pencils and what they can do for us. Check below:

☐ Premium pencils ☐ Advertising pencils ☐ Gift pencils without printing

Name _____
Title _____
Firm Name _____
Street _____
City _____ State _____



PAUL E. KENDALL

The West Coast lumber industry wanted "an advertising man with sawdust in his hair" to run their national advertising and promotion program. They found him in one Paul E. Kendall, erstwhile logger and retail lumberman, who was in Washington during the war as a member of the WPB's lumber requirements committee and in charge of lumber for private and public home building for the National Housing Agency.

Working in the Mexican woods as a logger in his youth near the turn of the century, Mr. Kendall acquired a "feel" for the industry in which he has spent the whole of his business life. He learned retailing as assistant manager of the old Kendall-Flint Lumber Co., Seymour, Tex. With the Ferry-Hanly Advertising Agency in Kansas City, later, he wrote copy for some of the first national lumber advertising, moved in 1919 for a 15-year stay with Long-Bell Lumber Co.

He was one of 18 or so men to sit in the big drawing room of the 1,400-acre R. A. Long farm out of Kansas City in the early 20's to cast a vote for "Longview" as the name of a city in Southwestern Washington where Long-Bell was building a sawmill. (Longview is today the world's largest lumber-producing city.)

The wiry, pleasant "Woods" manager has been in charge of farm sales and associated with the famed retailers' school of Johns-Manville; at one time was secretary-manager of the National Door Manufacturers' Association.

He really knows wood. Now he has the job of selling the forests of the Northwest to America.

including public relations on a national scale.

That committee included 28 men representing lumber manufacturers, loggers, timber owners, treating companies and wholesale distributors of "West Coast Woods."

Few lumbermen are known to spend money unwisely. After due consideration, they decided to set up their campaign in six-month sequences to allow for quick-changing peace-

time market conditions. The idea paid dividends quickly.

To date three such contracts have been made for 1946, 1947 and part of 1948. Because of the response from the public and from retail lumber dealers, which is the public most dear to the heart of the manufacturers, the promotional campaign has been made permanent. More money is forthcoming to back it.

It's no fly-by-night scheme. It is

set up virtually within the ranks of the West Coast Lumbermen's Association, representing the lion's share of Douglas fir production and operators who have the Nation's largest remaining stand of virgin, old-growth timber. Their output approaches one-third of the entire Nation's.

At the beginning, not too long after the end of the war, it was decided it would be good merchandising to tell ultimate consumers—and retailers—the facts about lumber before launching into a real sales campaign. There wasn't much lumber to sell, anyway—what with pent-up demand swamping order files. There were the following other good reasons, too:

1. There seemed to exist an unfavorable opinion of lumber and lumber manufacturers. (Those were the days when low grades, worn-out machinery, and black marketeers were giving producers a bad headache.)

2. Lumber seemed to have become the target of the impatience of home-builders "because of scarcity of all building materials."

3. Prospective builders believed lumber responsible for all the high cost of homebuilding, forgetting "that labor, other materials and equipment are 80% of the cost of the average modern home."

4. Lumber was in the spotlight because of its premium as a war material and "was being erroneously condemned."

Seeks Retail Support

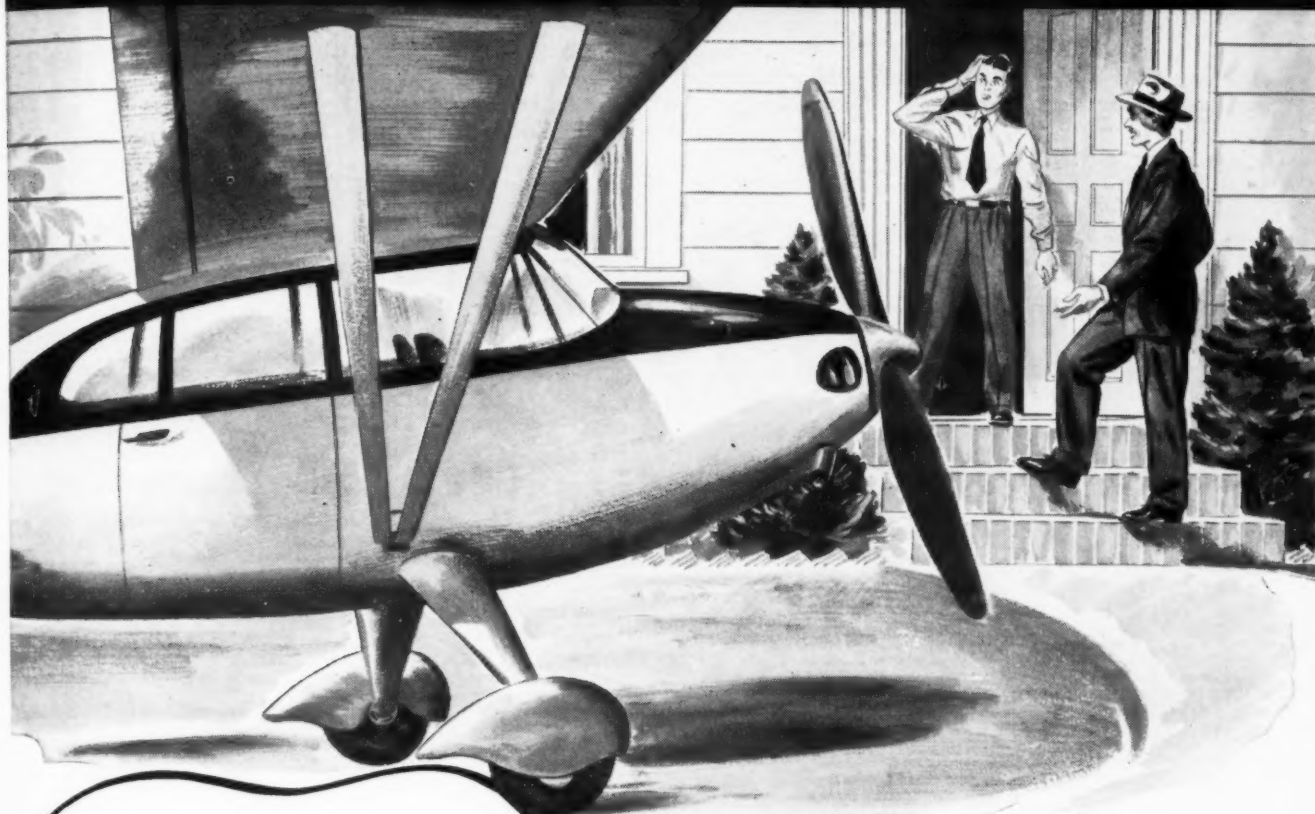
The first six-month campaign emphasized to national readership that lumber production was increasing but wouldn't be adequate to satisfy pent-up demand immediately. It reminded the public that delays in building could not be attributed to lumber alone, that there is a permanent timber supply "despite pessimistic propaganda." It pointed out that lumber *en toto* is the least expensive part of a home, and last, probably most important, the reader should consult his local retail lumber dealers.

This last point was the crux of the campaign—and still is. The retailer has to sell his product to the ultimate consumer. If the retailer isn't sold on the product, he doesn't do a good job of moving it along.

For this ice-breaking campaign, *The Saturday Evening Post* was decided upon as the medium to reach a wide cross-section of consumers. Strictly an "anti-propaganda" campaign, it started June 8, 1946, with a two-color full page. Many will

SALES MANAGEMENT

Sell Airplanes Door-to-Door?



THE **P.D.** STANDS FOR *Planned Distribution*

The P.D. 2-in-1 market (Greater Cleveland plus the 26 adjacent counties) gives you Ohio's *two* richest markets at one low cost.

The Plain Dealer is Enough
—if You Use it Enough



*S*ounds ridiculous, doesn't it? Yet many concerns have failed to achieve sales quotas because of mis-directed marketing efforts. They tried to operate without specific knowledge of where their customers were actually located . . . a warning that it doesn't pay to guess at your market.

In the Cleveland area, the Plain Dealer Market Survey department offers you *individualized* service to take the guesswork out of your marketing program. It tells you where the best potential customers for your product are located, how much they will probably spend and your potential sales in a given area. Just call or write a Plain Dealer representative for an appointment to receive this unusual service.

CLEVELAND PLAIN DEALER

Cleveland's Home Newspaper

John B. Woodward, Inc., New York, Chicago, Detroit, San Francisco, Los Angeles
A. S. Grant, Atlanta

remember the picturesque mountain of trees labeled "Enough West Coast Woods to Rebuild Every Home in America."

But that wasn't all of campaign No. I.

Remembering it is retailers who finally sell most of their product, the "West Coast Woods" group published a booklet for them. The booklet outlined reasons for the campaign, gave inside information on the lumber supply and included page proofs of national advertising, plus tie-in newspaper advertising mats the retailer could use without cost. This

publication also went to wholesalers, retail associations, city officials, chambers of commerce, congressmen, and newspapers. Altogether, 25,000 copies went out. Considering the onus lumber was under at the time, the sponsors felt good when 70% of the letters from retailers indicated the idea was all right.

Then came the second phase of the campaign.

With Dean Johnson, president of one of the world's largest sawmills and former president of the West Coast Lumbermen's Association as the head of "Woods," and with Paul E.

Kendall, experienced advertising and public relations man with a woods background, as general manager, the "Woods" promotion was well under way.

Campaign No. II runs from February through August, 1947. It continues the public relations angle but adds some product merchandising. The supply situation has changed.

With shelter-group ideas included, the list of media was expanded to include, besides *The Saturday Evening Post*, *Better Homes and Gardens*, *The American Home*, *Farm Journal*, and *Country Gentleman*.

EFFECTIVE with the AUGUST 25th issue

**OIL, PAINT and DRUG REPORTER
PRINTS ON NEWSPAPER PRESSES**

CHEMICAL BUYERS TO RECEIVE WEEK'S MARKET NEWS JUST ONE BUSINESS-HOUR OLD

NEWS FORMS CLOSE 4 PM FRIDAY—PAPER DELIVERED MONDAY AM

Timeliness of market news is tremendously important in the chemical-consuming fields where billions of dollars are exchanged in the sale and purchase of materials.

In order to get news of price changes and market variations to readers even more quickly, OPD will print on newspaper presses effective August 25th, so that news forms may remain open until 4 o'clock Friday. Thus, if your Company makes an important announcement on a Friday afternoon, more than 10,000 chemical buyers and sellers will have the facts at their fingertips on Monday morning . . . just one business hour after you released the story to us.

For Fresher News—Read OPD

For quickened reader interest—Advertise in OPD

Complete advertising details appear in the August 15th issue of Standard Rate & Data Service.

Oil, Paint and Drug Reporter



Cleveland 22, H. G. Seed, 17717 Lomond Blvd., Long. 0544;
Los Angeles 14, The Robt. W. Walker Co., 684 S. Lafayette
Park Pl., Drexel 4388; San Francisco 4, The Robt. W. Walker
Co., 68 Post St., Sutter 1-5568



SCHNELL PUBLISHING CO., INC., 59 JOHN STREET, NEW YORK 7.



MT. VERNON, George Washington's home in Virginia is as old as the nation—and it's built of wood.

Forever Good... that's WOOD

WHEN YOU BUILD or buy a home, keep these important facts in mind: American architectural styles are most beautifully expressed in WOOD. They have individuality and warmth. And they endure. Most of America's homes—oldest and newest—are built of wood. Homes of West Coast Woods are sound investments. They can be economically altered or enlarged. The color scheme can be changed to suit your taste.

America has a permanent lumber supply...
Timber is a crop—a renewable resource. The West Coast is a huge "tree farm." There will be plenty of fine lumber to build all the houses America will need, and at the same time supply a tremendous volume of lumber for farms and industry.

Wood is economical...
Less than one-fifth of the total cost of an average modern all-wood 6-room home usually goes for lumber. From every point of view it will pay you to build or buy a home of West Coast Woods.

See your Retail Lumber Dealer... for sound building advice.

IT'S SMART TO BUILD WITH
WEST COAST WOODS

Douglas Fir • West Coast Hemlock • Western Red Cedar • Loblolly Shortleaf

WHY ADVERTISE? It seems that everyone doesn't know as much as they should about wood. Advertising is key part of promotion.

About that time, the sponsors were really mad about continuing stories that the supply of lumber was nearing its end because "the forests were being cut out." They had been fuming about such talk for a long time. It made retail distributors feel insecure and more open to stock competing products as safety-first measure.

SALES MANAGEMENT

The argument isn't settled yet, but millions of acres of timberland in the Northwest alone are in "tree farms" where cutting already is on 100-year cutting cycles with loggers leaving seed trees and hand-planting to insure reforestation.

Also, in campaign No. II lumbermen had learned a lesson from the old-timers in sales promotion. They made sure no printing breakdowns and other troubles prevented their "West Coast Woods" booklet to retailers from reaching readers before the national advertising appeared. It gave time for retailers to tie in advertising in the field.

Included in this mailing to 25,000 interested people were copies of advertising actually placed by retailers from ideas in the original booklet, plus a copy of the first issue of a new tie-in publication, "Lumber Dealers Advertising Service." This was a new series of advertising mats for retail dealers, including 15 mats for newspaper advertisements supporting ideas of the national advertising. A page of the issue carried a series of possible radio spots for dealer use. Newspaper mats utilized illustrations from national advertisements with appropriate tie-in copy material.

100% Applause

While the previous campaign had stimulated a 70% favorable comment from retail outlets, this second venture drew a 100% applause. This was labeled "very good" by those who know that most people don't bother to write except to protest.

Hundreds of distributors made replies like this:

"In order to tie in with your national advertising, we would be pleased to have the following mats."

"We are very much impressed with your advertising."

"Thanking you for making this service available to us."

"Put all our lumber yards on your mailing list for future promotional ideas."

Advertising agencies handling lumber yard accounts requested the mat service.

Letters such as these inspired some wavering members of the industry who still thought a lumberman should confine himself to logs and lumber and not the art of public relations. The number of sponsors has increased from 76 to 124 and the list is growing.

The third campaign is starting this September and runs through February, 1948. More money is being allotted. The media list has been

expanded. The advertising will have a circulation of more than 15½ million in every corner of the Nation.

A large share of the increase goes to farm publication. To the No. III series list has been added *Successful Farming*. The industry is feeling its way cautiously and subsequent schedules will center on other phases of the market as occasion demands.

Mr. Johnson, chairman of both the governing and executive committee of "West Coast Woods," long has been an advocate of a "more complete" product for the lumber industry. He has manufactured everything from

boats to houses at his huge sawmill at Toledo, Ore. He is a firm believer in industry promotion. G. E. Karlen, Karlen-Davis Lumber Co., Tacoma, Wash., is in the same category. Harris R. Smith, secretary-treasurer, also is secretary-treasurer of the powerful West Coast Lumbermen's Association.

With many other similar men on their team, the "West Coast Woods" group is picking up the know-how of national sales promotion fast.

As Manager Kendall puts it, "We intend to make Douglas Fir as well known as Ford and Chevrolet."



**We aren't
s-t-r-e-t-c-h-i-n-g
it one bit**

When we tell you that . . .

WMC is first in audience — Hooper after Hooper shows WMC convincingly first in Memphis' Billion-Dollar market of 684,460 radio homes!

WMC is first in programming — top NBC and high Hoopered local and regional shows!

WMC is first in results — just ask our clients.

Brother, we aren't stretching it one bit. Give us an opportunity, and we'll prove it!

W M C

"the station most people
listen to most"

★ MEMPHIS ★ 5000 WATTS DAY AND NIGHT

NATIONAL REPRESENTATIVES,
THE BRANHAM CO.

OWNED AND OPERATED BY
THE COMMERCIAL APPEAL

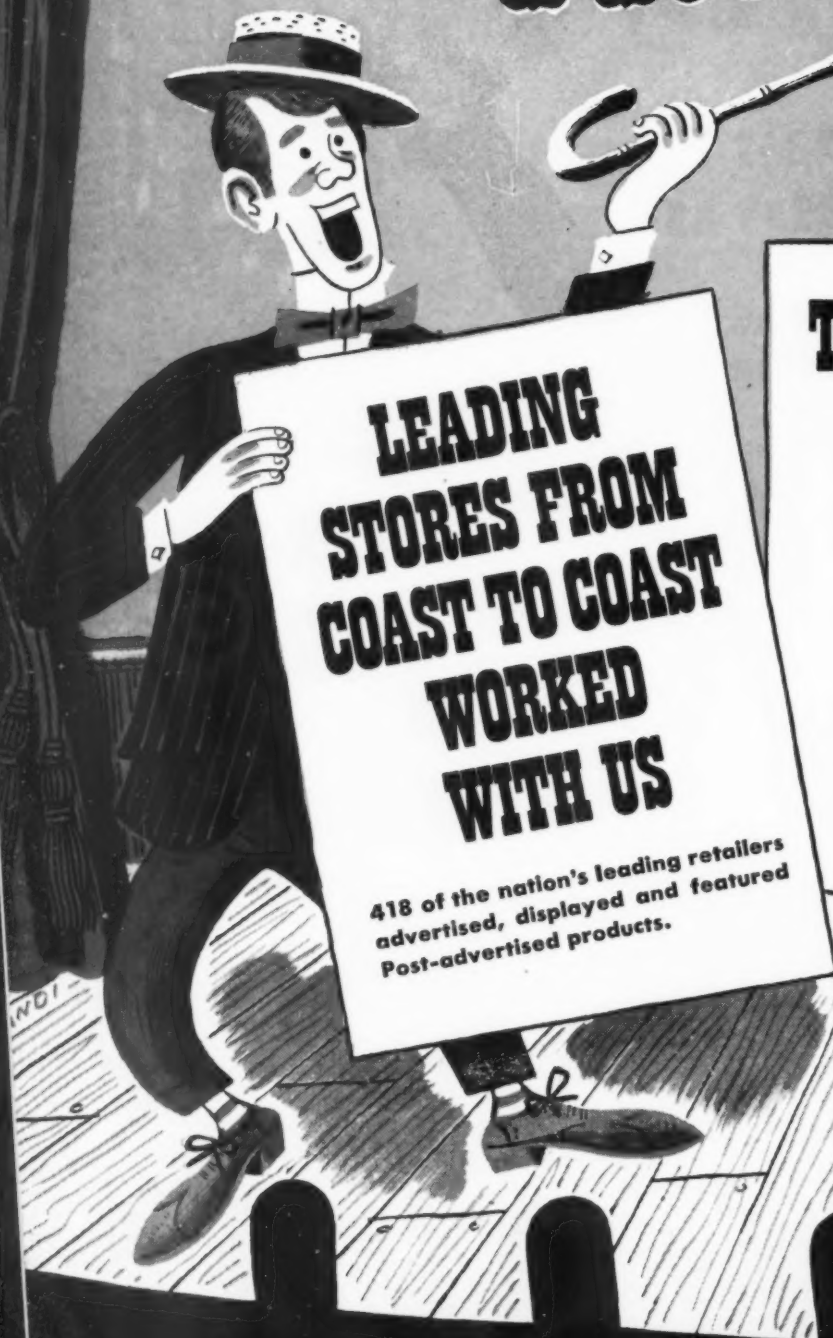


AFFILIATE

WMC-FM . . . The first FM broadcasting station
in Memphis and the Mid-South

THE SATURDAY EVENING POST

GREATEST STORE PROMOTION EVER

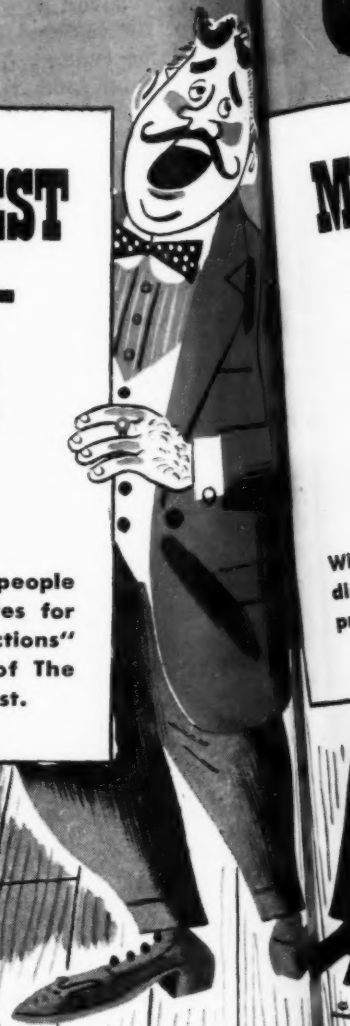


**LEADING
STORES FROM
COAST TO COAST
WORKED
WITH US**

418 of the nation's leading retailers
advertised, displayed and featured
Post-advertised products.

**THE GREATEST
TRAFFIC-
BUILDER
EVER**

More than 2,000,000 people
came into these stores for
"Dad's Favorite Selections"
—from the pages of The
Saturday Evening Post.



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POST REPORTS ON THE

EVER STAGED



**MORE THAN
25,000
SPECIAL
DISPLAYS**

Window, floor, counter and elevator displays featured this great Post promotion theme.

**OVER ONE
MILLION
LINES OF
NEWSPAPER
ADVERTISING**

... plus more than 300 local radio spot campaigns ... gave local support to Post-advertised products.

**And that's
not all!**

HUNDREDS OF PICTURES AND COMMENTS LIKE THESE

The pictures and comments on these pages represent less than 4% of the participating stores in this terrific retail promotion.



"The Father's Day campaign was the most effective promotion we have ever tied up with from the standpoint of departmental traffic."

The Hecht Company—Washington, D. C.



"Our buyer considers this promotion next best thing to Christmas. Please put it down for next year."

Ball Stores—Muncie, Ind.



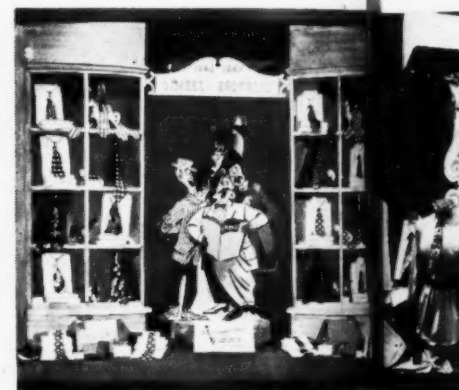
"The Saturday Evening Post's Father's Day Promotion was directly responsible for one of the largest Father's Day businesses in our history."

Emry's—Spokane, Washington



"The booklets were a big factor in increasing store traffic. We hope to have the privilege of sponsoring this promotion next year."

Harry C. Lytton & Company—Chicago, Ill.



"One of the most successful promotions we ever had, due largely to the way you helped us put across the idea through displays and advertising."

Gimbel Brothers—Philadelphia, Pa.



"We were impressed with all the customers who told us they had seen our name in the Post. Our sales were 23% ahead of last year."

Hickman's For Men—Fort Collins, Colorado



"We wish to congratulate you on your fine promotion. It made this Father's Day the largest we have experienced in our history."

Charles M. Floyd Company—Manchester, N. H.



"Our customers definitely went for the booklet 'Dad's Favorite Selections.' It brought a lot of additional traffic into our men's department."

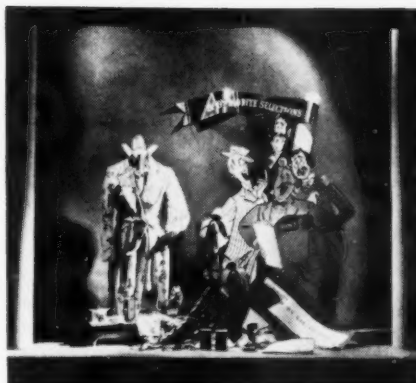
Younkers—Des Moines, Ia.

CAME IN FROM THE ENTHUSIASTIC RETAILERS



"The response to this promotion was terrific! Results were most gratifying in terms of display, advertising, customer acceptance and sales."

Barnes-Woodin Company—Yakima, Wash.



"Our hook-up with the Post has been one of the most profitable we have ever had. Customers asked for the booklets long before Father's Day."

Block and Kuhl Company—Peoria, Illinois



"The traffic created by the Post's 'Dad's Favorite Selections' helped to bring about our largest Father's Day selling in history."

Magee's—Lincoln, Nebraska



"The most potent publicity of its kind we have been privileged to use. Dad's Day dollar volume was up 46%—store traffic was terrific."

The B. R. Baker Company—Toledo, Ohio



"The Saturday Evening Post Father's Day Promotion this year the best ever. Splendid comments. Customers very appreciative."

The Brown-Dunkin Dry Goods Co.—Tulsa, Okla.



"Your promotion produced the largest volume of Father's Day business in our history. Your fine cooperation is greatly appreciated."

Edward C. Minas Company—Hammond, Ind.



"The Post promotion was very successful. It was an effective means of centering buying interest in men's departments and helped stimulate sales."

Burdine's—Miami, Florida



"Father's Day promotion this year our most successful. We stressed Post-advertised brands in all of our promotions."

Moore's—San Francisco, Oakland, Berkeley



STILL MORE

AND THIS GREAT POST PROMOTION SUPPORTED EVERY POST

The great names listed on these pages have learned the value of Post advertising support. For Post advertising is local advertising. And in every community Post families set the buying habits.

Examine this list and you'll see that Post-advertised names and leadership are one and the same.

MEN'S CLOTHING AND ACCESSORIES

Admiration Pocketchief
Aintree Underwear
Akorn Pop Shirts and Locker Shirts
Albert Richard Sportswear
Allen-A Underwear, Hosiery & Sportswear
Alligator Rainwear
Andover Clothes
Arlington-Iloomed Fabrics
Arrow Ties, Shirts & Handkerchiefs
Avondale Fabrics
Aystar All-Weather Coats
Bantam Sports Jackets
Beau Brummell Ties
Boston Braces and Belts
Botany Brand "500" Suits & Overcoats
Botany Brand Woolens
Botany Robes
Botany Ties
Brentwood Sports Shirts & Sweater Coats
Burmil Fabrics
Byrd Cloth
Byrd Cloth Raincoats
Dan River Fabrics
Du-Ons Underwear
Esquire Socks
Essley Shirts, Sportswear, Pajamas
E & W Quadriga Cloth
Falcon Sportswear
Faster Sportswear
Gam-Dandy Accessories
Gold Crest Robes
Goodall Fabrics
Hart Schaffner & Marx Men's Clothing
Haspel Seersucker & Card Suits
Hickok Men's Accessories
Highland Sweaters
Holeproof Men's Socks
Imperial Wear
Interwoven Socks
Jantzen Sport Clothes
Jayson Shirts, Pajamas & Sportswear
Jockey Underwear
Jones Quality Haps & Health Underwear
Kuppenheimer Men's Clothing
Luskoot Rainwear
Lustberg, Nast Coats—Jackets
Mac Dees Healthknit Underwear
Manhattan Shirts & Ties
Marlboro Shirts
McGregor Sports Shirts
McGregor Sportswear
McKean Signet Belts
Middishade Blue Suits
Mohawk Shirts
Monarch Jackets and Coats
Munsingwear Underwear
National Hand Painted Ties
Norfolk Coat & Poncho Jackets
Northcool Tropical Suits
Otis Underwear
Pacific Worsted Woolens
Palm Beach Suits
Paris Belts, Garters, Suspenders
Pioneer Belts and Suspenders
Priestley's Summer Suits
Rainfair Rain Topcoats
Reis Furnishings
Reis Underwear

Rissman Windbreaker Jackets
Robert Bruce Sweaters
Rough Rider Slacks & Cords
Royal London Braces and Belts
Seven Seas Slacks
Simon Sweaters
Skinner's Tackle Twill
Slumber Sex
Smoothie Ties
Society Brand Clothes
Spartan Broadcloth Shirts
Springweave Suits
Sugar & Spice Ties
Sunfrost Suits
Sweet-Orr Work Clothes
Texas Belts and Billfolds
Tru Val Shirts, Pajamas & Sportswear
Wilson Brothers Men's Furnishings
Woolmaster Sports Shirts & Jackets

HATS

Adam Hats
Champ Hats
Knox Hats
Lee Hats
Mallory Hats
Portis Hats

SHOES

Air-O-Magic Shoes
American Gentleman Shoes
Bootmaker Shoes
Bostonian Shoes
City Club Shoes
Doctor Shoes
Educator Shoes
Florsheim Shoes
Freeman Shoes
Holland-Racine Shoes
Hood Men's Rubber Footwear
Jarman Shoes
John C. Roberts Shoes
Mason Shoes
Nu-Matic Shoes
Nunn-Bush Shoes
Rand Shoes
Rabbee Shoes
Stetson Shoes
Stone-Tarlow Elevator Shoes
Taylor-Made Shoes
"U. S." Keds
Weyenberg Massagie Shoes
Winthrop Shoes

LEATHER GOODS AND LUGGAGE

Amfile Secretary
Balber Luggage & Trunks
Billmaster Billfold
Buxton Wallets
Halliburton Luggage
Hickok Wallets
Inner Sanctum Wallets
King Size Billfolds
Kleber Luggage
Meaker Billfolds
Pioneer Wallets
Robinson Reminders and Billfolds
Rolf's Billfolds
Rugby Cigarette Case & "Foto-Hold"

Rugged Luggage
Samsonite Streamlite Luggage
Swank Wallets
"Tommy Traveler" Leatherwear
Val-A-Pak Luggage
Wilson Wallets

SHAVING MATERIALS—TOILET GOODS PREPARATIONS

Ace Hard Rubber Combs
Ajax Hard Rubber Combs
"At Ease" After Shave Lotion
Barbasol Shaving Cream
Beau Brummell Toiletries
Campana Balm
Christy Razor
Callman "58" Electric Shaver
Consolidated Razor Blades
Doctor's Razor Blades
Du Pont Combs
Durham Dorset Razor
Early American Old Spice After Shave Lotion
Enders Speed Shaver
Excellency Shaving Requisites
Fitch's Ideal Hair Tonic
Fitch's Shaving Cream
Fleet's Chap Stick
Gem Razors and Blades
Gillette Blue Blades
Ingram Shaving Cream
Jeris Hair Tonic
Jewelrite Brushes & Sets
Kant-Rust Razor Blades
Kreml Hair Tonic
Lifebuoy Shaving Cream
Lilac Vegetal Toiletries
Listerine for the Hair
Listerine Shaving Cream
Lucky Tiger Hair Tonic
Lypsil Lip Pomade
Man of Manhattan Toiletries
Marlin Blades
Mennen Shaving Cream
Mennen Skin Bracer
Modglin Plastic Combs
Monogram Men's Toiletries
Old Spice & Friendship Gardens Toiletries
Orloff Bergamot Grooming Aids
Owens Hair Brushes
Packard Electric Shaver
Pal Hollow Ground Razor Blades
Palmitive Brushless Shave
Personna Precision Blades
Pro-phy-lac-tic Plastic Combs
Remington Electric Shaver
Roger & Gallet Lip Pomade
Shick Electric Shavers & Shave Rest
Schick Injector Razor & Blades
Seafarh Toiletries
Sealskin Cream
Skol Lotion
Sportsmen Toiletries
Spruce Toiletries
Stahly Live-Blade Razor
Sunbeam Shavemaster
Swagger Refreshants
Tawn Toiletries
Twenty Grand Razor Blades
Twinplex Blade Shropper
Vale Auto Strip Razor
Vaseline Hair Tonic
Vitalis
Weyer's Sur-Lay Hair Dressing
Wildroot Cream Oil
Williams Glider Shaving Cream
Williams Letric Shave

SMOKER'S ARTICLES

Berkeley Windproof Lighter
Biltmore Imported Briar Pipes
Blackstone Cigars
Briggs Pipe Tobacco
Bryson Pipes
Camel Cigarettes
Chesterfield Cigarettes

Cinco Cigars
Country Doctor Pipe Tobacco
Crosby Square Pipe Tobacco
Daniel Webster Pipe Tobacco
De-Nicotea Cigarette Holder
Dr. Grabow Pipes
Dryco Flints for Lighters
Duralite Lighter
Emperor Pipes
Evans Lighters
Fire Fly Cigar Lighter
Forecaster Superb Pipes
Frank Medico Cigarette & Cigar Holder
Frank Medico Pipes & Filters
Gale-Lite Lighter
Galter Giant Table Lighter
Garcia Y Vega Havana Cigar
Gray Lighter
Grenade-Lite Novel Lighters
Hesson Guard Pipes
Hollycourt Pipes
Humatic Tobacco Pouch
John Surrey's Imported Tobacco
John Surrey's Pipes
John Surrey's Pipe Tobacco
Kaywoodie Pipes
Kirsten Cigarette Holder
Kirsten Pipes
Kool Cigarettes
Lord Oxford Lighter
Lucky Strike Cigarettes
Mastercraft Pipes
Milano Cigar and Cigarette Holder
Monterey Pipes
Nimrod Pipe Lighter
Old Gold Cigarettes
Park Lighter
Parker Service Lighter
Philip Morris Cigarettes
Prince Albert Tobacco
Regent Cigarettes
Revolution and Bond Street Pipe
Tobaccos
Rogers Air-Lite Tobacco Pouch and Smokers' Gifts
Ranson Lighters & Accessories
Royal Damuth Pipes
Royal Duke Pipes
Royall Crown Pipes
Rugby Cigarette Case
Sharpo Automatic Lighter
Sir Walter Raleigh Tobacco
Smokemaster & Sterling Hall Pipes
Sportsman Pipes
Stern Cigarette Holders, Pipes & Film
Storm-King Lighter
Van Roy Pipes
Viceroy Cigarettes
Walnut Pipe Tobacco
Weber Imported Briar Pipes
Yellow-Bole Pipes
Zippo Windproof Lighter

CANDY

Whitman's Chocolates
(Father's Day Package)

SPORTING GOODS

Acushnet Golf Balls
Arbogast Fishing Bait
Bag Boy Golf Cart
Balanced Golf Bags
Bay-Path Utility Knife for Sportsmen
L. L. Bean Fishing & Camping Specials
Bond Flashlights
Bright Star Flashlights
Brunswick Mineralite Bowling Ball & Equipment
Camillus Pocket Knife
Eveready Flashlights
Gladding Fishing Lines
Glo-Hooks Luminous Fish Hooks
Golfers Knurlon
Hoppe's Gun Cleaner
Hurd Rod & Reel
Junior-Pro Miniature Golf Sets
Louisville Power-Bilt Golf Clubs
Monarch Bicycles
Montague Fishing Rods and Reels

POST-ADVERTISED PRODUCT WITHIN THE STORES

Newton's Airline
Hydra Gunlight
Ocean City Reels and Kits
Parson Archery Equipment
Roadmaster Bicycles
Ballfast Bicycles
Shakespeare Wandered
Welding Golf Balls
Welding Sporting Goods
Sportsman's Pliers & Fisherman's
Finchers
Stay-A-Float Life Preserver
Three Light Flashlight
Usalini Flashlight
U. S. Royal Golf Balls
Wagner Golf Cart
Western Ammunition
Whizzer Bike Motors
Wilson Golf Equipment
Wilson Strata-Bow Rackets and Balls
Winchester Flashlights
Worthington Golf Balls

BATHING SUITS

Catalina Swim Trunks and Suits
Gannet Wikies
Jantzen Swim Suits
Robert Bruce Swim Trunks

BOOKS

Autobridge Bridge Teacher
Bebe Ruth Baseball Game
Bicycle Playing Cards
Congress Playing Cards
Henry Upjohn Cribbage Board
Jenny Toys
Invincible Playing Cards
Lucky Strike Home Bowling Game
Milton Bradley Toys, Games, Novelties
No Baseball Game

WATCHES AND JEWELRY

Anson Jewelry
Boulevard Watches
Newton Watch Bands
Olava Watches
Cardinal Diamond Rings
Columbia Diamond Rings
Crawford Watches
Caton Watches
De Beers Diamonds
Flexa Watches
Gin Watches
Hamegio Expansion Watch Bands
Hatham Watches
Hathic Jarproof Watches
Hana Watches
Hven Watches
H-S Flexa Watch Crystal
Hild of America Diamond Cutters
Diamonds
Hamilton Watches
Hamptden Watches
Harvel Watches
Hilbros Watches
Hickok Jewelry
Hraham Sentinel Clocks and Watches
H. B. Watch Bands
Hilbert Watches
Hilbert Chronographs
Hingston Watches
Hrisler Jewelry
Hraments Jewelry
Hrignes Watches
Hunville Watches
Hunleigh Men's Jewelry
Hanne Initial Rings for Men
Harkin Swiss Watches
Hido Multifort Superautomatic
Hiracle Diamond Rings
Hulti-Facet Diamond Rings
Hew Haven Watches
Hlo-Lok Men's Jewelry
Harker Watches
Hencil Tie Holder & Jewelry for Men
Hiera Watches

Rensie Watches
Ribaux Watches
Seeland Watches
Snake Chain Men's Jewelry
Speidel Men's Watch Bands
Spiffy Collar "Stay-Down"
Swank Jewelry
Tissot Watches
Twentier's Custom Jewelry
Universal Geneve Watches
Waltham Watches

PENS AND PENCILS, etc.

Alexander Automatic Pencil
Autopoint Pencils
Carter's Stylewriter
Conklin Pens
Eagle Pencils and Pens
Eberhard Faber Ball-Point Pen
Esterbrook Fountain Pens
Eversharp Pens & Pencils
Ink-O-Graph Pens
Jet Flow Pens
Katz Stationery
Listo Pencils & Leads
Majestic Pens
Mongol Pencils
Moore Fingertip Pens
Nation-Wide Ball Point Pens
Parker "51" Pens
Puritan Stationery
Ritepoint Pencils
Robinson Pen & Ink Stand
Scripto Pencils
Sheaffer Stratowriter & Reservoir Desk Sets
Sky-Rite Air Mail Stationery
Stratford Pens
Ticonderoga Pencils
Universal Fountain Pens
Venus Pens & Pencils
Waterman's Pens & Pencils
Weaver Fountain Pens, Pen & Pencil Sets

TYPEWRITERS

Electromatic Typewriter
Remington Rand Typewriters
Royal Portable Typewriters
Royal Typewriters
Smith-Corona Typewriters
Underwood Typewriters

RADIOS, PHONOGRAPHS AND MUSICAL INSTRUMENTS

Admiral Portable Radio
Aeropoint Phonograph Needles

Arvin Radios and Phonographs
Bagshaw's Phonograph Needles
Bendix Radios & Radio-Phonographs
Bowers Radio
Capehart and Farnsworth Radio-Phonographs
Clarion Radio-Phonographs
Columbia Records
Crosley Radio-Phonograph
Decca Records
ECA Radios & Radio-Phonographs
Emerson Radios
Garod Radios
G-E Radios & Radio-Phonographs
Howard Radio-Phonographs
Lear Radios & Radio-Phonographs
Lester Betsy Ross Spinet
Magnavox Radio-Phonographs
Mail-A-Voice Recorder
Meck Radios
Meritone Phonograph Needles
Motorola Portable Radios
Motorola Radio-Phonographs
Olympic Radios
Pfanstiehl Phonograph Needles
Philco Radio-Phonographs
RCA Radio-Phonographs
Recaton Phonograph Needles
Sentinel Radios & Phonographs
Sparton Radio-Phonographs
Stewart-Warner Radios & Radio-Phonographs
Story & Clark Pianos
Stromberg-Carlson Radio-Phonographs
Sylvania Lock-In Radio Tubes
Trav-lar Electric Phonograph
Westinghouse Radio-Phonographs
Winter Pianos
Wurlitzer Musical Instruments
Wurlitzer Spinette Pianos
Zenith Radio-Phonograph

CAMERAS AND SUPPLIES

Amfile Albums
Ansco Films & Cameras
Argoflex Cameras & Optical Instruments
Argus 21 with Markfinder
Castle Films Home Movies
Cook's Photo Binders
Falcon Miniature Cameras
Filmo Movie Cameras, Films & Projectors
G-E Exposure Meter
Gevaert Films
Graflex Cameras
Kalart Cameras
Kodak Films & Cameras
Mercury II Cameras
Official Film Home Movies
Revere Cameras & Projectors

Skan Exposure Meter
Victor "60" Sound Motion Picture Projector
Western Movie Supply Color Slides
Weston Exposure Meter

OPTICAL GOODS

American Optical Polaroid Sun Glasses & Optical Goods
Asurine, Certifex, Asorb-O-Ray Sun Glasses
Better Vision Institute Optical Goods
Columbia Sun Glasses
Foster Grant Sun Glasses
Polaroid Corp. Sun Glasses
Pur-O-Ray Sun Glasses
Shuron Glasses
Soft-Life Lenses
Solarex Sun Glasses
Univis Lenses
Willsonite Sun Glasses

BOOKS AND PERIODICALS

Automotive News
Book-of-the Month Club
Cartoonimator Animated Cartoon Book
Clarkson Books
Fur-Fish-Game
Hearne Official Maps
Kalmbach Trains Magazine
Literary Guild of America Book Clubs
Nation's House Bldg. House Designs
"Norman Rockwell, Illustrator"
One Dollar Book Club
Philately—Stamp Magazine
Pocket Books
Scripps-Howard Newspapers
Smithsonian Institution Series
Sports Afield Magazine
Straight-Line Golf Instructions
Swedenborg Foundation Book
Webster's Dictionary
Wise Publications

MISCELLANEOUS

Empire Tie & Trouser Presser
Rowan Trouser Presser, Sock Dryer & Sweater Dryer



Pre-Tests Insure Pulling Power Of Premiums for General Mills

Based on an interview with **E. W. KURTZ**
Premium Department Manager, General Mills, Inc.

There's a pile of money and a pile of good-will at stake when a company as big as General Mills makes a premium offer. They can't afford mistakes. Pre-testing, therefore, amounts to a ritual. Here's the way they do it.

Obviously, the prime purpose of any premium offer is to obtain or hold consumer interest in a product. In order that this aim is accomplished with the maximum results, each new offer must be planned with exacting and scientific precision. No premium user can afford to overlook the fact that performance of a premium operation leaves its imprint on the retail market as a plus or minus for the product it was designed to sell. Consumer disappointment or disillusionment can turn an unsuccessful promotion into a costly boxtop boomerang.

Here at General Mills there is no limit to the amount of pre-testing we will undertake to reasonably guarantee that our premium merchandise is one which embodies appeal, suitability and quality, at a premium price substantially lower than that for

which the customer could duplicate the piece on the retail market. True, the lower cost is accomplished mainly through quantity purchase, but selection of the appropriate premium is entirely a matter of pre-testing.

Pre-testing of proposed premium offers goes on at General Mills the year 'round. On the premise that a good premium is one that slants toward a specific need or desire on the part of customers, we put new items into competition against criterion premiums previously demonstrated to have outstanding popularity.

There is nothing comparable to bedrock in a pre-testing operation. We use the house-to-house method of determining customer preference after a choice of premium items, which in our judgment meet the suitability condition that has been decided upon. The prime research test any of our

premiums have to meet are (1) Can it be sold through established media, such as newspapers, magazines, radio? (2) When the customer orders it and receives it, will he or she be satisfied?

Our market analysis department and advertising agency helped make this determination.

After test orders are taken and filled, questionnaires follow the premiums into the homes to obtain information on consumer satisfaction with it. Carefully compiled records, accumulated over a period of years, turn the X-Ray on comparative performances and permit scrutiny from such varying viewpoints as medium, requirement, seasonal or geographical preference, etc. Although no premium item ever gets into the company's radio time or media advertising without first proving its desirability, questionnaires go out again after each major premium offer to check customer satisfaction.


Between these "before" and "after" checks on acceptability, a vast amount of investigation and other testing are necessary to good manufacture and production. First, the costs of the item must be brought down to within premium price brackets; at this point quantity buying invests the articles with maximum quality, appearance and serviceability. The Softasilk cake baking set offered recently by General Mills is a good illustration of what we do in advance of offering a new premium.

During the period when cake baking utensils, were in short supply, thousands of women wrote to General Mills asking if the company could make available through premium channels such equipment. The idea of a cake baking set was taken to a sample of housewives and quickly shown to have extremely high appeal. On the advice of our home service department, the offer was drafted to include two circular cake pans, measuring spoons, measuring cups, a rubber scraper, paper cups for individual cakes, a baking plan, and a cake baking book.

The paths into which the company's premium staff was led in developing the best possible values for the customer in all these major items are typical of those which must be explored in any major premium deal. Principal merchandise item in the set was of course, the two cake pans.



EXACTING CARE of a cake baker went into selection of pieces for the Softasilk premium. No premium goes out until it passes a battery of tests.



Your Best Customers Are Banded Together

A ring of gold encircles your best customers. It is a wedding band, symbol of the world's most important buying institution—the American Family!

The Family is a market for all goods—and young families in the process of accumulation *buy more of everything.*

In Chicago, the Herald-American has a special attraction for the young in mind. It is their kind of newspaper. It publishes more of their favorite features, gives them greater news coverage quickly and concisely.

In Chicago, you sell more by advertising in the Herald-American because it goes into the home, reaches and sells the whole family.

You can profitably influence the purchases of over 500,000 families each evening and more than a million on Sunday by placing your advertising in the

Chicago HERALD-AMERICAN

EVENING AND SUNDAY—when the whole family is together!

Nationally Represented by HEARST ADVERTISING SERVICE

AUGUST 15, 1947

Before materials could be considered dimensions had to be established. Countless bakings took place in the test kitchens and in typical homes before it was agreed that an 8"x8"x1 1/2" pan, not previously considered standard, met best the requirements of Softasilk recipes.

When aluminum was decided upon for material for the pans, after more bakings, the search began for a fabricator with outstanding reputation and tools to handle a big job. Slant of pan edge, aluminum gauge and other mechanical problems had to be solved.

Watch Details!

Meanwhile, work went forward on obtaining other items in the set. First requirement for the spoons and cups would be accuracy, so the Premium Department went to the United States Bureau of Standards for specification. Manufacturers' samples were invited and these were checked. A disclosure, somewhat embarrassing to a few anxious suppliers, was that the measuring spoons they offered were graduated to obsolete medicinal standards, considered worthless for cooking purposes. Length of the spoon was an important factor to us. At the same time considerable work was done on plastic materials for the cups, and these were subjected to laboratory tests for heat resistance and water absorption, and weight and volume measurements had to be checked before and after baking.

Plastic utilized in the set finally chosen offered the highest resistance to heat distortion. Sets of four sizes were ordered and a bright color was chosen to distinguish the varying sizes. Other items in the complete set were chosen with equal diligence. Final item in the set was the well-known and widely accepted Betty Crocker cake baking book. In a first printing this book had proved its popularity. The research and testing behind the baking book represented a far greater amount of developmental work than all the rest of the set combined. Lavishly illustrated in four-color art, it helped offset the utilitarian appearance of the merchandise items.

Even the mailing package involved testing. A leading supplier submitted handmade packages in various shapes and thicknesses. These, loaded with facsimiles of the merchandise to come, were put through numerous test mailings. Sufficient strength to protect contents was a prime requisite, but other tests were run to determine what shape of package would permit the fastest set assembly. Another desideratum was minimum postage consistent with good carrying. Postage was a cost factor which had to be

kept low to make the self-liquidating premium as great a value as possible for the consumer.

All these various steps extended over a period of months. And before the offer was launched advertising claims had to be established, under legal scrutiny, for radio and printed work descriptions. Principal among

the advertising claims about which we had to be certain, was the statement that the entire cake baking set laid down at the customer's door for \$1.00 and a Softasilk boxtop, was offered at little more than a person would expect to pay on the retail market for two top-quality cake pans alone.

A Smooth Send Off for This New Product

When Devoe & Reynolds Co., Inc., New York City, prepared to market their most revolutionary synthetic varnish, 87 Spar, they reasoned that the story of the product's unusual versatility should be dramatized right on the package—for instant reference by the consumer.

Then, too, dealers were convinced that the manufacturers with a good brand name and consumer acceptance, could assist in merchandising products for which far-reaching claims were made, by graphically setting forth those claims on the labels.

As a result special "double-face" labels were designed for the 87-Spar. Background of the labels have a wood-grained finish and on the front panel appears, in extremely bold lettering—87 Spar Varnish. The numeral "87" is in bright red and the word "Spar" is on a contrasting white panel. Under the product name is the statement, "dries in four hours."

One of the end panels of the gallon-size label gives directions on the correct use of the product for various wood surfaces; the other end panel is devoted to a direct sales message. The product's eight quality claims are

illustrated on the back panel.

The quart-size labels are the same design as the gallon size except that directions and advantages of 87 Spar are set forth on the back panel where they are flanked—four to a side—by the product's eight quality claims. Two claims illustrate the product's suitability for outside use.

In order that the fullest advantage of the package's dual merchandising appeal may be obtained the company is urging merchants to display the varnish cans with alternate "fronts."

To help properly launch and promote the new product Devoe & Reynolds held a series of sale conferences throughout the country for all the company's sales personnel and trade sales affiliates. In addition, double-spread, full color advertisements are appearing in paint, hardware, department store and lumber and building materials magazines. The company is also directing mailing pieces about 87 Spar to paint merchants. During the Fall months advertising will break in women's magazines, farm publications and newspapers, and will be supplemented with extensive point-of-sale promotion and radio spots.





*"One of
my BEST
Hired Hands!"*

SAYS BILLIONAIRE BIDDY

Time was when poultry raising was a "chicken-feed" operation. Today it's a 2-billion dollar industry—and the most highly mechanized branch of agriculture. Tractors are indispensable hired hands on successful Poultry Farms. That's why producers of tractors, tires, batteries, anti-freeze, gas and oil parade their wares in Poultry Tribune. It's America's leading specialized Farm Magazine. Watt Publishing Co., Mount Morris, Ill.

Chicago: Peck & Billingslea
New York: Billingslea & Ficke



Your FARM Magazine List Is Not Complete Without

Can Tests Help to Pick Capable Sales Managers?

As told to James H. Collins by

DR. DONCASTER C. HUMM • Personnel Consultant

This psychologist says a good sales executive ideally scores high on eight specific counts. He believes tests can measure qualifications with results tangible enough to help management make more intelligent hiring decisions.

You've faced this problem. You need a sales manager. What seems more logical than to promote one of your outstanding salesmen to the job?

Promotion from the ranks is a common way to recruit sales management. It works out well if the salesmen turned sales executive has the personality essential for sales management.

This sales executive personality will be a complex, composed of eight factors which can be appraised by tests. These factors are:

1. Intelligence.
2. Sales ability.
3. Technical knowledge of the business
4. Technical knowledge of the market.
5. Social imagination.
6. Executive salesmanship.
7. High ethical principles.
8. Planfulness—based on the search for facts.

This list provides the bald specifications for everything we can hope for in the new sales manager. It is human nature to demand the idea. It's also good psychology.

Of course, no human being will have all of these qualifications. But starting with this eight-point goal, we must be prepared to settle for what we can get because we're dealing with human beings.

In selecting a sales executive, you are dealing with the difficult problem of measuring and predicting leadership. Requirements for a business leader are many, exacting, and usually not easily evaluated.

However, requirements for leadership can be appraised by a battery of tests which cover six components: Intelligence, sales ability, social imagination, high ethical principles, executive salesmanship, and planfulness. What do we mean by executive salesmanship, and by planfulness? Execu-

tive salesmanship can be defined as the qualities which enable an executive to sell his program to his staff. A good executive salesman puts his ideas across to his staff so well that each man accepts them as his own. Planfulness is the opposite of opportunism. A good planner is a prophet with a high batting average. He ex-

amines trends—from reliable data—and tries to match his future with the favorable turn of those trends.

To test the sales executive candidate's technical knowledge of the business, and the market, it is necessary for management to interview the candidate.

Special care is required in using test results. For example, take the intelligence rating. For less responsible positions, a satisfactory IQ may be a sufficient guide. This is especially true of younger people whose careers are all before them. But sales executives or those being considered for promotion from the sales ranks generally are in their middle years. They have formed work habits, are apt to be over-cautious, often a little cynical. As men grow older, they do not do as well with test papers, having lost facility in clerical work, or being less efficient physically. So it is important to include an untimed intelligence test as well as a timed one. A study of results from both types of tests will be helpful to management in under-

WHAT MAKES A GOOD SALES EXECUTIVE?

1. **Intelligence.** Very superior, preferably 120 IQ or better, higher than needed by salesmen, with allowances made for men in middle life, with settled habits.
2. **Sales Ability.** Sufficient to understand salesmen's problems, and to demonstrate methods, but not necessarily the "star" salesman.
3. **Technical Knowledge of the Business.** Whether ships or sealing wax, he will have to thoroughly know it—one of the most important components.
4. **Technical Knowledge of the Market.** Ability to find out where the customers are, and how to reach them, to do market research, and keep up with changes—also very important.
5. **Imagination.** Of the social kind, interest in people, ability to plan with and for salesmen, distributors, engineers and the public.
6. **Executive Salesmanship.** This is the ability to sell his plans to management, and the sales force.
7. **High Ethical Principles.** Lasting results in sales management demand high ethics and ideals.
8. **Factual Planfulness.** That kind of caution that suspends judgment on hunches, until they are proved to be not wishful thinking.

Thrifty Choice



Richer Profits in Richer Norfolk Market... WTAR Speeds Up Sales at Lowest Listener Cost... Here's How:

MORE CUSTOMERS, with more buying dollars, are ready for you in the Norfolk Market—NOW—than in 1946, or 1945, or 1944. (Sales Mgt's Survey of Buying Power, 1947 through 1944)

WTAR again TOPS the nation in **AUDIENCE DELIVERY**, with the highest ratings of any station in any Hooper city on 6 of the 15 top night time shows; delivering 124.1 Hooper points in excess of national ratings on 10 of the top 15. (The Billboard's Continuing Program Study of Bonus Audience Stations, May 31, 1947) "Sensational!"—says The Billboard.

MORE LISTENING customers, the clock around, to local and national programs, than all other Norfolk Market stations combined, with listening to outside stations practically nil. (Hooper CM, Fall-Winter, '46-'47)

Let WTAR be your partner for THRIFTY SELLING ...

National Representatives: Edward Petry & Co.

NBC AFFILIATE

5,000 Watts Day and Night

NORFOLK, VIRGINIA

Operator of WTAR-FM on 93.1 frequency





This advertisement is one of a series appearing in four colors in Fortune, Nation's Business, United States News, Newsweek and Business Week.

Test your word knowledge of Paper and Printing



1. Mill Brand

- ☐ Paper brand name controlled by manufacturer
- ☐ Nameless paper
- ☐ Brand name controlled by a paper merchant



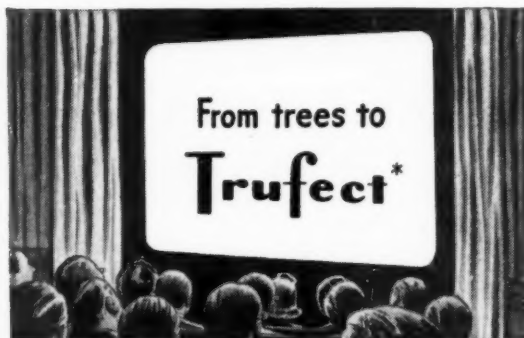
2. Dealer Helps

- ☐ Feeder aids for a sheet-fed press
- ☐ Advertising material furnished to dealers
- ☐ Trade paper advertising



3. Master Printer

- ☐ Printer with 25 years' service
- ☐ Any graduated apprentice printer
- ☐ One who owns or controls a print shop



4. Trufect*

- ☐ Justifying process in typesetting
- ☐ New type of color film
- ☐ A top quality grade of printing paper

ANSWERS

1 Mill Brand is a paper brand name which is controlled by the manufacturer. Such a brand name is Levelcoat*—a name backed by 75 years of fine papermaking, and distinguishing Kimberly-Clark's outstanding family of fine printing papers.

2 Dealer Helps is the term for advertising material furnished to dealers. For envelope inclosures and other dealer aids, new 1947 Kimfect* provides a coated paper with the look and feel of quality. Plus economy for volume printing.

3 A Master Printer is one who owns or controls a print shop. Time after time, master printers who prize excellence say they like to print with Levelcoat. For Levelcoat reproduces their finest presswork with fidelity and force.

4 Trufect is a fine quality grade of Levelcoat printing paper. It has long been preferred for its whiter, brighter surface, ink affinity, and uniformly fine printability—qualities brought now to even greater perfection in new 1947 Trufect.

Levelcoat*

PRINTING PAPERS

Levelcoat* printing papers are made in the following grades: Trufect*, Kimfect*, Multifect* and Rotofect*.

*TRADEMARK

KIMBERLY-CLARK CORPORATION

NEENAH, WISCONSIN

1872—SEVENTY-FIVE YEARS OF FINE PAPER MAKING—1947

SALES MANAGEMENT



Levelcoat*

PRINTING PAPERS



Distributed by

ALABAMA	
Birmingham	Sloan Paper Company
ARIZONA	
Phoenix	Zellerbach Paper Company
ARKANSAS	
Little Rock	Arkansas Paper Company
CALIFORNIA	
Eureka	Zellerbach Paper Company
Fresno	Zellerbach Paper Company
Los Angeles	Zellerbach Paper Company
Oakland	Zellerbach Paper Company
Redding	Zellerbach Paper Company
Sacramento	Zellerbach Paper Company
San Diego	Zellerbach Paper Company
San Francisco	Zellerbach Paper Company
San Jose	Zellerbach Paper Company
Stockton	Zellerbach Paper Company
COLORADO	
Denver	Carpenter Paper Company
Pueblo	Carpenter Paper Company
CONNECTICUT	
Hartford	The Rourke-Eno Paper Co., Inc.
West Haven	Bulkeley, Duntan & Co., Inc.
DISTRICT OF COLUMBIA	
Washington	The Barton, Duer & Koch Paper Co.
FLORIDA	
Jacksonville	Knight Brothers Paper Company
Miami	Knight Brothers Paper Company
Orlando	Knight Brothers Paper Company
Tallahassee	Knight Brothers Paper Company
Tampa	Knight Brothers Paper Company
GEORGIA	
Atlanta	Sloan Paper Company
IDAHO	
Boise	Zellerbach Paper Company
ILLINOIS	
Chicago	Berkshire Papers, Inc.
Chicago	Chicago Paper Company
Chicago	Midland Paper Company
Springfield	Capital City Paper Company
INDIANA	
Indianapolis	Crescent Paper Company
IOWA	
Des Moines	Carpenter Paper Company
Sauk City	Carpenter Paper Company
KANSAS	
Topeka	Carpenter Paper Company
Wichita	Western Newspaper Union
KENTUCKY	
Louisville	The Chatfield Paper Corp.
LOUISIANA	
Baton Rouge	Louisiana Paper Co., Ltd.
New Orleans	The D and W Paper Co.
Shreveport	Louisiana Paper Co., Ltd.
MARYLAND	
Baltimore	Baltimore Paper Company, Inc.
MASSACHUSETTS	
Boston	Carter, Rice & Company Corp.
Springfield	Bulkeley, Duntan & Co.
Worcester	Charles A. Esty Paper Company
MICHIGAN	
Detroit	Seaman-Patrick Paper Co.
Grand Rapids	Carpenter Paper Company
MINNESOTA	
Duluth	John Boshart Paper Company
Minneapolis	Carpenter Paper Company
St. Paul	Carpenter Paper Company
MISSOURI	
Kansas City	Carpenter Paper Company
St. Louis	Beacon Paper Company
St. Louis	Shaughnessy-Kniep-Hawe Paper Co.
St. Louis	Tobey Fine Papers, Inc.
MONTANA	
Billings	Carpenter Paper Company
Butte	Carpenter Paper Company
Great Falls	Carpenter Paper Company
Missoula	Carpenter Paper Company

NEBRASKA	
Lincoln	Carpenter Paper Company
Omaha	Carpenter Paper Company
NEVADA	
Reno	Zellerbach Paper Company
NEW JERSEY	
Newark	J. E. Linde Paper Company
NEW MEXICO	
Albuquerque	Carpenter Paper Company
NEW YORK	
Albany	Hudson Valley Paper Company
Brooklyn	A. Price & Son, Inc.
Buffalo	Hubbs & Howe Company
New York	Baldwin Paper Company, Inc.
New York	Bulkeley, Duntan & Co., Inc.
New York	The Canfield Paper Co.
New York	Forest Paper Company, Inc.
New York	J. E. Linde Paper Company
New York	A. Price & Son, Inc.
New York	Royal Paper Corporation
Rochester	Paper Service, Inc.
Syracuse	Paper Service, Inc.
Troy	Troy Paper Corporation
NORTH CAROLINA	
Charlotte	Dillard Paper Company, Inc.
Greensboro	Dillard Paper Company, Inc.
NORTH DAKOTA	
Fargo	Western Newspaper Union
OHIO	
Cincinnati	The Chatfield Paper Corporation
Cleveland	The Petrequin Paper Company
Columbus	The Scioto Paper Company
Toledo	The Ohio & Michigan Paper Co.
OKLAHOMA	
Oklahoma City	Carpenter Paper Company
Tulsa	Taylor Paper Company of Oklahoma
OREGON	
Eugene	Zellerbach Paper Company
Portland	Zellerbach Paper Company
PENNSYLVANIA	
Philadelphia	Paper Merchants, Inc.
Philadelphia	D. I. Ward Company
Pittsburgh	The Chatfield & Woods Co. of Pa.
RHODE ISLAND	
Providence	Carter, Rice & Company Corp.
SOUTH CAROLINA	
Greenville	Dillard Paper Company, Inc.
TENNESSEE	
Chattanooga	Bond-Saunders Paper Co.
Knoxville	Southern Paper Company
Memphis	Taylor Paper Company
Nashville	Bond-Saunders Paper Co.
TEXAS	
Austin	Carpenter Paper Company
Dallas	Carpenter Paper Company
Fort Worth	Carpenter Paper Company
Harlingen	Carpenter Paper Company
Houston	Carpenter Paper Company
Lubbock	Carpenter Paper Company
San Antonio	Carpenter Paper Company
UTAH	
Salt Lake City	Zellerbach Paper Company
VIRGINIA	
Richmond	Cuthorne Paper Company
WASHINGTON	
Seattle	Zellerbach Paper Company
Spokane	Zellerbach Paper Company
Walla Walla	Zellerbach Paper Company
Yakima	Zellerbach Paper Company
WISCONSIN	
Milwaukee	The Bauer Paper Company

EXPORT AGENTS

American Paper Exports, Inc., New York, U. S. A.
Cable Address: APEXINC—New York

standing the candidate.

Mental health and disposition are important. More executives fail because of poor mental health or undesirable dispositions than for any other reason. A candidate can mask in interviews his temperamental handicaps. Almost always he will omit them in his references.

The Humm-Wadsworth Temperament Scale was developed to measure mental health, and to distinguish between different dispositions. As soon as the original test was put to use, it was found necessary to place in it checks against the candidate's response bias. Response bias is the tendency on the part of the candidate being tested to vary the frankness of his answers. The candidate consciously or unconsciously will give answers which range from extreme over-frankness to extreme under-frankness. It's human for the candidate to try to guess the desired answers. To date, more than 3,000,000 people have taken the Humm-Wadsworth Temperament Scale Test.

To management, the candidate's basic interests are very important. Many executives—oddly as it may sound—are found to be serving time in their present jobs, looking toward the day of retirement, or escape to some more congenial field.

When management decides to make a selection of a sales executive by a combination of test results and interviews, the first step is to set up a job specification and qualification sheet. It's simply defining the job and the mental tools a sales executive needs to handle a sales management position. Job classifications of the United States Employment Service can be used as a convenient guide.

Both test and interviews for selecting sales managers may be conducted at a consultant's office, or arranged so



If our distributors cannot supply your immediate needs, we solicit your patience. There will be ample Levelcoat Printing Papers for your requirements when our plans for increased production can be realized.

KIMBERLY-CLARK CORPORATION • NEENAH, WISCONSIN

122 East 42nd Street, NEW YORK 17
155 Sansome Street, SAN FRANCISCO 4

8 South Michigan Avenue, CHICAGO 3
22 Marietta Street, N. W., ATLANTA 3

*TRADEMARK

AUGUST 15, 1947

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that the candidate does his paper work in the employer's office. In properly set up test rooms, the paper work takes about three hours. Interviews usually require less time.

In testing sales executive candidates for the eight essentials of a good manager, the results are posted in this way: Very good, good, mediocre, poor, and very poor. In most cases, each individual will disclose a different personality pattern. With these patterns as guides, management, with its intimate knowledge of the business, will be able to make an intelligent selection among candidates.

These four case histories, in four widely varying types of industries, illustrate decisions reached by management after testing candidates for sales executive positions:

1. The job:

Vice-president in charge of sales for a beverage company. The successful candidate tested high in intelligence, technical knowledge of the business and the market, and executive salesmanship. He was not especially good as a salesman himself. It was found that the candidate knew the beverage business from the ground up. He knew what people drink his com-

pany's product, if the product is ready at hand. He knew how many bottles should be sold in any area, according to the population, and the season, and that people will drink his beverage as long as they like it, and trust it. These beliefs gave him a hard-boiled realistic attitude toward marketing and sales direction.

He was constantly on the search for new facts about distribution. He was constantly improving his marketing in accordance with new facts. In managing his salesman, he was somewhat of a driver, holding them closely to quotas, and accepting no excuses, because he always drives himself just as hard.

Coming up inside the organization, and chosen by management as the candidate with the best qualifications for meeting hard competition, he has proved to be a top-notch. His company's sales prove it.

2. Sales and merchandise manager of a large chain store organization.

This candidate also rated highest in intelligence, technical knowledge of the business, and executive salesmanship—likewise, was rather a poor salesman himself.

His company markets foods, and

he was selected at a critical time, when the business had to be adjusted to war shortages, when the public's loyalties and shopping habits were destroyed in the frantic search for goods, and employees were discouraged by the changing conditions, and the public's suspicious attitude.

With his knowledge of the merchandise, and his ability in managing sales people, he counteracted discouragement among store managers and sales people by lifting some of the war load that hampered them.

For example, war brought a new burden of paper work, in Government reports and controls. He enlisted the comptrollers' help in handling as much of that as possible.

3. President qualifies for sales management.

A moderate-size chemical company, selling regionally, against national competitors, had difficulty finding a sales manager with the necessary chemical knowledge. The president of the company resolved to add that department to his other work, provided he had the qualifications. He took the tests himself.

It was found that he had very high intelligence, with technical knowledge

TYPICAL OF THE NATION



The U.S. Government chooses South Bend, Indiana for important tests and studies—because "Test Town, U.S.A." is a true cross-section of America's industrial-agricultural structure. Test campaigns produce typical reactions in this typical market. It is covered to saturation by one newspaper—and only one. Write for free market data book, "Test Town, U.S.A."

**The
South Bend
Tribune**

**ALL
BUSINESS
IS LOCAL**

STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES

FARM^{AND} RANCH

announces a new

CIRCULATION GUARANTEE OF 300,000!

Effective January 1, 1948, the ABC average annual net paid circulation guarantee of the Southwestern Sunbelt's leading farm magazine, FARM and RANCH, will be 300,000. At the same time, the new FARM and RANCH per-line rate of \$1.75 will become effective.



Texas, Oklahoma, Arkansas,
Louisiana, New Mexico . . .
BIG states with BIG farms
twice the national average.

CHECK S R D S
FOR FULL INFORMATION!

FARM^{AND} RANCH

DALLAS, TEXAS

Branch Offices: 52 Vanderbilt Avenue, New York • 333 N.
Michigan Ave., Chicago • 1895 Monroe Drive, N.E., Atlanta
West Coast Representatives: Simpson-Reilly, Ltd., Russ
Building, San Francisco • Garfield Building, Los Angeles

ROANOKE FOR TESTS

BECAUSE

They're
RELIABLE

They're
RELIABLE

because

Roanoke has a compact, self-contained economy — insulated by natural mountain barriers against the selling pressures of outside markets.

They're
RELIABLE

because

Roanoke is the undisputed wholesale and retail trade center of an area containing a representative population of over 400,000.

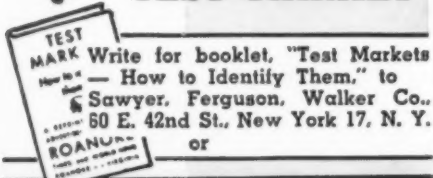
They're
RELIABLE

because

Roanoke newspapers dominate their market — papers of adjoining markets have virtually no coverage in the Roanoke area.



**TEST IT IN
ROANOKE
AN IDEAL
TEST MARKET**



ROANOKE

TIMES AND WORLD NEWS
ROANOKE • VIRGINIA

SAWYER • FERGUSON • WALKER CO.
National Representatives

of the products and the market. His selling ability was poor, and he did not like to meet people.

But he was successful in expressing himself through subordinates, and building upon his strong points, the high quality of his products, and his understanding of what customers needed in those products. He increased his advertising, and directed it toward the building of reputation for trustworthiness in his company, and its products. As sales manager, he has been highly successful.

4. Promoted salesman lacked technical qualifications.

Needing a new sales manager, a machine tool company promoted its best salesman, largely on his record for selling. Tests showed high selling ability, social imagination and technical knowledge of the products, but not very high intelligence, playful-

ness or executive salesmanship. His selling record outweighed the test results with management, and he was promoted, and for a time the sales department coasted on its momentum, and then began to sag, despite good advertising.

Lack of executive salesmanship, and technical knowledge of markets, led him to substitute enthusiasm for planning. He was a "glad-hander" with his salesmen, where the situation called for market research to determine where sales effort would bring the best results. He "kept his ear to the ground" market-wise, but did not know how to use market research. A danger signal to management, not heeded, was his low intelligence rating. The man did not know how to use the tools of sales management. In selling, he was well placed. Upon his failure as an executive, he returned to selling, happy to be back.



THE REET 'GATOR

When Larus & Brother Co., venerable Richmond tobacconists, launched its new cigarette, Alligator, it handed the Duane Jones Co. the job of getting its fledgling off to a flying start. Rising neatly to the job, Jones thought up the stunt of having scarves—with a stylized alligator thereon—made up for distribution to ladies who dispense cigarettes in tobacco shops. Object—to tease customers into buying a package of Alligators. Not forgetting the gentlemen (who also serve) Jones had a tie manufacturer run up some sharp cravats, also displaying the impudent, cane-swinging alligator.

Our picture was taken to commemorate the gala day when the first scarves and ties rolled off the assembly line. While genial and pleased Mr. Jones himself looks on, Ralph Smith, executive vice-president of the agency, offers an Alligator Cigarette to Paul Werner, account executive on the Alligator account.

Jones is launching the cigarette in New England, where Larus controls approximately 60% of the tobacco market.

Talk about your point-of-sale merchandising! Women clerks are given the Alligator kerchiefs in their choice of pastel shades.

New England Sets Up Vacation Index

Boston's Federal Reserve Bank takes pulse of a \$300,000,000 business.

New England's summer vacation business may equal or even exceed the record-breaking figures of last year, according to the first tabulations of a novel tourists and recreational index, believed to be the first monthly regional index of its sort ever started in the Nation. Last summer's business was estimated at \$300,000,000.

Conceived by the Federal Reserve Bank of Boston and the New England Council, the index showed that advance reservations for resort hotels remained about the same as last year. While declines were reported in a few areas, there was evidence that patronage this year of lower-price lodging exceeded last August.

As of July 1, the date on which the figures were taken for the first tabulations of the index, advance reservations of August hotel capacity in Massachusetts were 50%, the same in Maine, 39% in New Hampshire, 34% in Vermont and 34% in Connecticut. Figures for Rhode Island were insufficient to include that state in the first index.

A comparison of average daily receipts of resort hotels in June, 1947 with June, 1946 showed an increase of 6% in Massachusetts, 3% in New Hampshire, and decreases of 10% in Vermont, 12% in Maine and 3% in Connecticut. Contrasted to these figures, however, average daily receipts for transient lodging places in June, 1947 increased 28% over June, 1946 in New Hampshire, 22% in Maine, 20% in Massachusetts, 13% in Vermont, and fell off slightly in Connecticut.

Advance reservations for boys' and girls' camps showed that 80% of August capacity was filled as of July 1 in Maine, New Hampshire, Massa-

chusetts, Vermont and Connecticut.

In starting the new index the Federal Reserve Bank and the Council were aided by various state development and promotional agencies in New England. Nearly 10,000 recreational establishments were asked to present their figures in confidence direct to the bank. More than 1,000 answered in time for the first tabulation. Many others are expected to cooperate in the plan.

The index covers three types of vacation lodging places, which are urged to report their monthly figures on receipts and advance reservations.

The purpose of the index is to gather sufficient information to inform the individual resort proprietor whether he is getting his share of the region's business and if he is not, to help him find out why.

Laurence F. Whittemore, president of the Federal Reserve Bank of Boston, further explains that other uses for the index would be "to aid recreation business associations and state agencies in further developing New England's recreation industry, to help suppliers to serve resort operators better and to make possible more forceful presentations for bank loans."

Family Buying Income in Worcester 33.6% Over U. S. Average

A Choice Spot For Increased Sales

It's good business to know your major markets — markets like Worcester. In this Central New England area, per family buying income of \$4,880 in 1946 was a big 33.6% above the U. S. average, and a healthy 13.1% over the Massachusetts average. Retail sales rose to \$405,523,000. In your quest for increased sales, you can count on Worcester as a premium market. The Worcester Telegram-Gazette completely covers the entire area effectively with the daily circulation in excess of 140,000 and Sunday circulation over 100,000.



All figures from Sales Management 1947 Survey of Buying Power

The TELEGRAM-GAZETTE
WORCESTER, MASSACHUSETTS

GEORGE F. BOOTH Publisher

MOLONEY, REGAN & SCHMITT, INC., NATIONAL REPRESENTATIVES

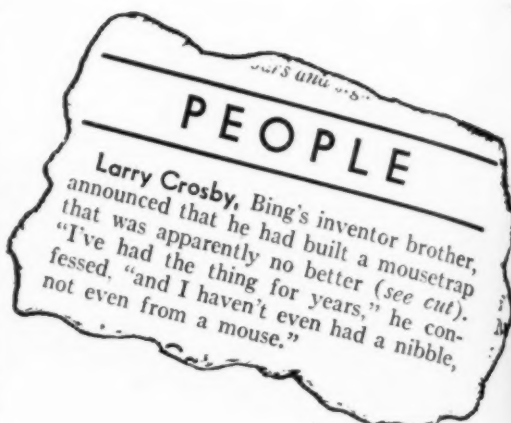
OWNERS of RADIO STATION WTAG

ADVERTISING AGENCY EXECUTIVE:
DON'T BE AFRAID to fill your catalog pages with sizes, weights, colors—dealers want all information at their fingertips.
DEALERS' DIRECTORY
ISSUE OF BUILDING SUPPLY NEWS
(Closing October 1st)

Builders' Directory Issue



"I invented a better mouse trap—and not a damned thing happened!"



SM'S CRYSTAL-GAZER CARTOONISTS

Bill Trent's cartoon at the upper left was scheduled five weeks ago for this issue of SM. Along comes *Time*, July 28, with the news item about Larry Crosby.

Cartoon at lower right appeared in SM for April 1, 1941. Associated Press dispatch of July 25 shows Cartoonist Merrylen Townsend's prescience.

JULY 20, 1941

Radio's Off-Air Time Is Now Sold as an Ad

LOUISVILLE, July 24 (AP).—Radio Station WKYW, of Louisville, like other radio broadcasters, sells its air time to commercial sponsors, but WKYW now has gone further and has sold the time the station is not on the air.

Edwin E. S. Weldon, station manager, did the selling job. and now WKYW signs off at 7 p. m. with an announcer saying that the station is leaving the air until 6 a. m. and reminding the listeners that the next eleven hours of silence are sponsored by a company which makes the kind of mattresses which are conducive to restful sleep.

Inc
G
L
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Jo
Soe
to
B

Board



"He wants to sponsor a half hour of complete silence every Tuesday and Thursday evening."

SALES MANAGEMENT

QUESTIONNAIRE:

Subject: Publication requirements for National Advertising

Instructions to interviewer:
Check whether person interviewed is:

- ☐ Advertiser
☐ Account Executive
☐ Art Director

- ☐ Copy Chief
☐ Media Director
☐ Research Director



1. How much circulation does it take to make an advertising campaign *effective* on a national basis?

- a. 1,000,000 ☐
b. 5,000,000 ☐
c. 10,000,000 ☐



2. What percentage of market *penetration* do you consider adequate for your advertising?

- a. An average of 20 per cent ☐
b. An average of 35 per cent ☐
c. An average of 50 per cent ☐



3. What do you consider *adequate* average inside page readership for the publication, in which you advertise?

- a. 20 per cent ☐
b. 40 per cent ☐
c. 60 per cent ☐



4. How closely should your circulation match your distribution pattern?

- a. Close as possible ☐
b. Up to 50% ☐
c. Makes no difference ☐

Metro Facts for Interested Readers

1. **THE MAGAZINE** picture sections of Metropolitan Group Gravure—part and parcel of 26 of the country's leading Sunday newspapers—reach an audience in excess of 15,000,000 families—men, women and teen agers. That's better than one out of every three American homes.

2. **SOME PEOPLE** claim that 20 per cent coverage of a market is adequate. Metro Group's Sunday magazine picture sections deliver average family coverage of 63 per cent in cities of 10,000 and over; an average of better than 82 per cent in 539 of those cities, 76 per cent in 711, 69 per cent in 880.

3. **NO AVAILABLE** readership studies show a higher average inside page readership for *any* publication than that recorded for the Sunday magazine picture sections of Metropolitan Group Gravure. Page traffic of 80 to 90 per cent is common. Any page your advertisement appears on is *good*.

4. **GENERALLY**, you take your circulation where you *find* it. In Metropolitan Group Gravure, you take it where you *want* it—picking and choosing among sections in from 10 to 23 publishing cities—changing copy, dealer listings or prices to suit local conditions.

Metropolitan Group Gravure

THE NATIONAL NETWORK OF
SUNDAY MAGAZINE PICTURE
SECTIONS *INDEPENDENTLY*
PUBLISHED AND *LOCALLY*
EDITED FOR 15,000,000 FAMILIES



NEW YORK

DETROIT

CHICAGO

SAN FRANCISCO

AUGUST 15, 1947

103

Bonwit Teller has the answer to selling women in New York

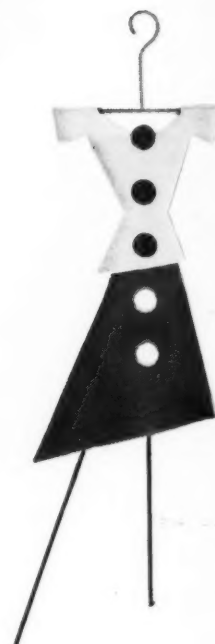
And the answer is a simple one. Bonwit Teller, smart and successful women's store, keeps its business bouncy by advertising in The New York Times . . . spending more of its advertising appropriation in The Times than in any other New York newspaper.

This is no happenchance. Check the Manhattan department store classification. Note how The New York Times leads both in dollar advertising expenditures and in total advertising linage.

If the answer works for these stores that know how to sell to New York women . . . it should work for you. Put The New York Times at the head of your New York advertising schedule . . . and take advantage of an advertising experience that pays off—and plenty.

The New York Times

"all the news that's fit to print"



CAMPAIGNS AND MARKETING

OIL-BURNER PROMOTION

Thirty-two national publications with a combined circulation of 24,335,700 readers are featuring Perfection and Ivanhoe heater advertisements from August through November. In its most ambitious campaign since Pearl Harbor, Perfection Stove Co., Cleveland, O., is using a total of 73,007,100 advertising impressions bearing its name and carrying its heating message.

The advertisements will feature the Ivanhoe Model 2205 oil-burning space heater, and the Perfection Model 750 Firelight Portable Heater, as typical of the models available.

A majority of the advertisements will highlight such features as uniform heat, automatic controls, clean burning, quiet operation and freedom from the slavery of carrying in fuel and hauling out ashes.

Perfection's oil-heater promotion comes at a time when increasing numbers of American home owners are exploring the possibilities of oil heating. It is estimated that last year 854,700 oil-burning space heaters were sold in the United States. In 1947 the sale is expected to exceed 1,000,000. Perfection regards this expectation as conservative in view of the increasing interest in oil heating.

Selection of the particular advertising media to be used in this campaign was based on a long, continuing study of the readership of publications throughout the country. The

advertisements were placed through McCann-Erickson, Inc.

Publications carrying Perfection's story are: *The American Magazine, Liberty, Look, Popular Mechanics, Popular Science, True Story, True Confessions, Sunset, Holland's, Household, Grit, Pathfinder, The Farm Journal, Breeder's Gazette, American Fruit Grower, Poultry Tribune, Hoard's Dairyman, The Progressive Farmer, Southern Planter, Successful Farming, Southern Agriculture, Farm and Ranch, Kansas City Star Weekly, Florida Grower, Hardware Age, Hardware Retailer, Hardware World, National Furniture Review, House Furnishings, Furniture Age and Electrical Merchandising.*

S.M.I. PUSHES PEACHES

A nation-wide program for super markets to rush peaches to the consumer as fast as possible this summer and to promote increased consumption of them, has been prepared and launched by the Super Market Institute. The action has been taken in response to the Government's appeal for cooperation in distributing the largest peach crop in history without waste and at a fair price to the consumer, farmer and dealer.

The plan is presented as a public service activity by these super markets and is the first of a series which the Institute is planning to aid its mem-



NEW SPARKLE added to Chicago's skyline by 80-foot spectacular built by General Outdoor Advertising Co. on the Cueno Building for The Coca-Cola Co.

bers and other progressive mass distributors of food to give service by mobilizing their efforts to a common need. The Federal Advertising Agency, Inc., is handling the account.

"Reach for a Peach" is the campaign slogan, and backbone of the effort is an advertising and promotion portfolio which the Institute is supplying to its members. It gives suggested layouts and copy for a full page advertisement with space left for other product advertising; also, 1,200-line space in which related products are featured. Mats are available on request. Display plans for mass arrays of peaches, both in fruit sections and again with coordinated products such as cereals, flour, sugar and dairy products.

Pointers for dramatic local promotions include demonstrations by home economists, radio broadcasters, and cooperation with civic groups such as the chamber of commerce, women's groups and 4-H Clubs on canning activities. Super markets are urged in this program to tie in with local farm groups to increase the scope of the effort and to build good-will. A series of 10 tips is given on the care of peaches by the markets to eliminate loss through spoilage and mishandling.

Report blanks in which super markets can indicate their cooperation with the program, and estimate the tonnage of peaches thus moved, are included with each portfolio. Subsequently the Institute will issue a report summarizing the scope and success of the "Reach for a Peach" program.

Sidney R. Rabb, Institute president, states that the campaign offers an opportunity for greater volume and for customer service.



GUEST STAR: Wisconsin cow helps "Flying Red Horse" sell Socony-Vacuum Oil Co., Inc., products along the principal highways of the Wadham Division. Salesmen and dealers report poster is ringing "cowbell" with motorists and farmers.

Planned Lighting Program Shows Utilities Way to Heavier Pay Load

Based on an interview by **ETNA M. KELLEY**
with **L. A. Brettner, J. M. Hickerson, Inc.**

They'll be talking about beauty, efficiency, health or profits—but what they're doing is selling the results of adequate lighting. Edison Electric Institute's five-way project gives the power companies the key to expanded markets.

It doesn't seem much longer ago than yesterday when we were being urged to use as little electricity as possible. The heads of the lighting industry know that they must get themselves—and consumers—into a different frame of mind; that salesmen, in particular, must again become sales-minded if the public is to be induced to use more current for lighting.

As a forward step in this direction,

the Edison Electric Institute, New York City, has initiated a "Planned Lighting" program, or unified campaign for the utility industry, which should help its members increase by a wide margin the consumption of electric current for lighting. Besides sales literature and selling suggestions, this program contains educational material prepared by the Better Light Better Sight Bureau. Details and materials

are being prepared and executed by J. M. Hickerson, Inc., with L. A. Brettner in charge.

In the past, various lamp manufacturers have prepared lamp and lighting campaigns that were expensive and often wasteful in their duplication of effort and aims. The Edison Electric Institute, realizing that some confusion was caused in the utility industry by these campaigns, and conscious of the expressed desire by utilities for a unified lighting campaign, decided to prepare this program. Utility executives, knowing that there is only one over-all campaign for the industry, will not have to face the decision of which to use, nor to wonder if they are choosing the best one, as has happened in the past, when there were two or more sales promotional programs sponsored by individual manufacturers.

ENOUGH light...of the right KIND... in the right PLACE



Notice how shadows make the wall shelves hard to see.



See those dark spots in the center of the floor.



HERE IT IS—enough light of the right kind in the right place.

PLANNED lighting makes people SEE more... WANT more...BUY more

LIGHT IS A SALESMAN: Promotion materials for the store lighting program stress the fact that adequately illuminated retail shops attract store traffic, turn shoppers into buyers by making merchandise easier to see, revealing its true beauty.



"AS YOU WERE...

these are for
next winter!"

Advertising Agency:
Applegate

...and

Ball

is preserving its
Michigan Market in
all 8 BOOTH PAPERS!

Ball Brothers show the ladies of the nation how to make that food-dollar stre-e-etch. How to pack fruits and vegetables away for the lean winter months, in Ball-made jars.

Ball Brothers know that matrons in Michigan's Other Half* put up preserves, too, and Ball Brothers use all eight Booth Michigan Newspapers to carry their message into 360,000 Michigan kitchens daily. Booth offers your product the same complete coverage.

*2,602,955 of Michigan's 5,256,106 population live outside Detroit's Trading Area.



For specific information on
Booth Michigan Markets, call or write:

The John E. Lutz Co., 435 N. Michigan
Ave., Chicago 11

Dan A. Carroll, 110 East 42nd Street,
New York City 17

BOOTH *Michigan* NEWSPAPERS

GRAND RAPIDS PRESS • FLINT JOURNAL • KALAMAZOO GAZETTE • SAGINAW NEWS
JACKSON CITIZEN PATRIOT • MUSKEGON CHRONICLE • BAY CITY TIMES • ANN ARBOR NEWS

What's the measure of a farmer?

How best can you measure farmers as customers? Type of farming is one way; size of family another; income per acre is the best way of all.

The farmer's buying power is largely determined by the production he gets from his land. Iowa farmers make more because they get more from every acre they farm. Iowa's soil is uniformly rich. Iowa as a state has better than 25 % of the nation's Grade 1 farm land within its borders. And Iowa as a market can be reached by a paper that delivers in one complete package the biggest farmers in the state. A special analysis made by the Bureau of Census for Wallaces' Farmer shows that subscribers to this paper are materially above the state average. They own fewer of the smaller farms under 50 acres—more of the larger, big-profit farms over 220 acres.* These bigger farms with their concentrated production per acre mean more cash income—greater demand for farm products of all types—better results for sharp-shooting advertisers aiming at the cream of Iowa's farm market. Sell Iowa's best 9 out of 10 farmers—your best potential customers—with Wallaces' Farmer and Iowa Homestead!

*Complete figures available on request.

WALLACES' FARMER and IOWA HOMESTEAD

DES MOINES, IOWA



Looked for TWICE A MONTH IN 9 OUT OF 10 IOWA FARM HOMES



The campaign is to consist of five major projects: Store, Office, School, Industrial, and Residential Lighting Programs. Thus far, only the Store Lighting campaign has gotten underway, but the others are to be launched at intervals of about two weeks. They will all follow the same basic pattern, an idea of which may be obtained from the following description of the portfolio of material on Store Lighting, designed to help utilities educate owners of this country's 1,750,000 stores to the value of light as a sales tool.

The 18-page Plan Book, bound in simulated-leather blue covers with gold lettering, outlines the opportunities utility lighting departments now have to educate merchants—many of whom are now preparing to modern-

The Store Lighting Plan Book, for example, contains one section titled "A Check List of Suggestions for Creating and Operating a Store Lighting Sales Organization." It lists, for easy checking, the duties and required attributes of the "competent man" who should be placed in charge of the store lighting sales group—but nearly all these would also be desirable for the head of the school, industrial or other sales divisions of the utility organization. For example, the man in charge should "be given full responsibility for operational success . . . should give the major part of his time to the program . . . should possess sales management ability . . . should possess, preferably, some engineering or architectural background . . . and should preferably be a man



PL

YOU CAN FIND OUT from your electric company how the benefits of Planned Lighting can be applied to your store—without charge and without obligation. Our booklet, "Ever watch her as she passes by?" is packed with ideas and suggestions to help you get the most for your lighting dollar. Send for your copy today—it's free.

FOLLOWUP: A booklet, "Ever Watch Her as She Passes By?" is left, by the lighting representative, with the merchant at the end of the first interview. It embodies new ideas and suggestions for new ways to use light inside and outside the store as a sales tool and hints on merchandising.

ize their stores—in the value of lighting as a sales aid. It is suggested that utility lighting men work with anyone who might be concerned with a store lighting problem, not only the owner, but also the contractor, architect, fixture manufacturer, decorator, builder, consulting engineer, and firm selling store equipment.

It is apparent that the campaign was designed with the thought in mind that the sales force of the average utility organization was depleted during the war period. At best, salesmen had little need to exercise their selling ability. In many instances, they were taken off the job and given other work to do. As a result, some salesmen will have to be retrained. Others, who will not return to selling for utilities, must be replaced by men who will need training. The Institute's Planned Lighting program can be of considerable help in training a staff of utility salesmen.

already in your organization. . . ."

How to plan, organize and conduct the campaign has been set down for utilities' executives in the Plan Book, which uses the "check list" system throughout. This is true not only of the section on sales personnel, which tells how to select and train men, but it is also true of the program dealing with the use of sales promotional materials, and of the guidance in the actual conduct of the campaign. For example, there are itemized suggestions for organizing a speakers' bureau—for using the services of a member of the utility firm, or a manufacturer in the lighting industry, and for having talks on lighting delivered on the air. The use of the industry's films on store lighting is one of the points itemized.

Probably the most important tool available to utilities, for use by their salesmen, is the "Visualizer." A spiral-bound book, which is also a

Akron's BABY INDUSTRIES May Become TOMORROW'S GIANTS NO. 3

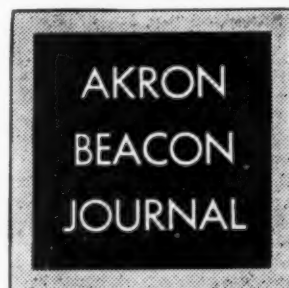


Akron is still the birthplace of many a new enterprise. Time doesn't dim ideas or opportunities. There are many examples of how the ideas of one man or a few men have started what are now thriving businesses.

Last year Jack Gordon was a project engineer with Firestone Tire & Rubber Co. The more he saw of the Firestone plastic, Velon, the more he thought of the opportunity for a fabricator of this material. After being assured he could get Velon, Gordon resigned and started the Plastic Film Products Corp. last June. Two months later he was joined by D. W. Barcour, a Navy veteran.

Starting from scratch, their sales volume climbed to a rate of more than \$100,000.00 a year and is still going up. Plastic Film's 15 products range from shower curtains and table cloths to rain capes, aprons and vegetable bags.

Small new plants like Plastic Film Products are making Akron a healthier, more diversified Market and a richer retail trading area.

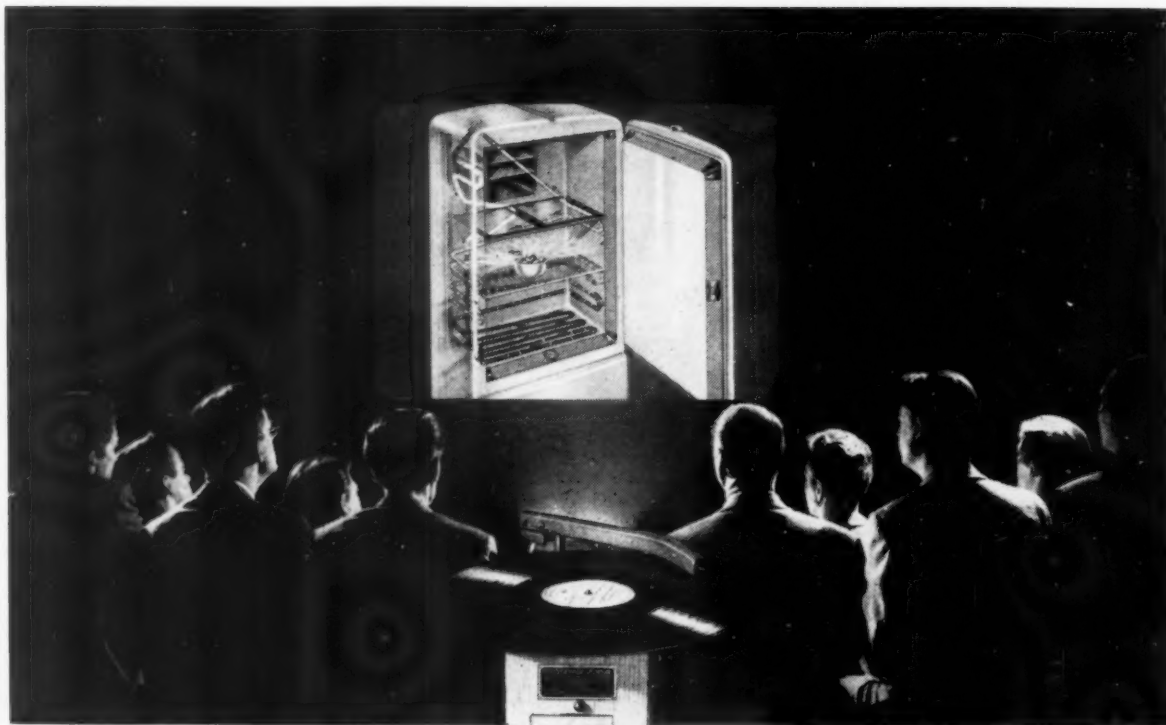


JOHN S. KNIGHT, Publisher

Represented by

STORY, BROOKS & FINLEY

ILLUSTRAVOX two-way presentation makes your training message "stick"!



FIELD-TESTED and proved in peacetime and war, Illustravox sound slidefilm training is speedy, effective and inexpensive—better every way. Trainees learn as much as 55% faster, and remember up to 70% *more and longer* than under former training methods.

●● Industrial leaders everywhere agree, Illustravox two-way training is *the one best way*. Dramatic pictures and spoken words command interest—focus complete attention on your training story. Presented in the home office or by your dealers in the field, your message always carries the authoritative voice of headquarters. Your story never varies, never is misinterpreted.

●●● Over 80% of all sound slidefilm equipment now in use bears the Illustravox trademark. Illustravox-trained men and women are doing more efficient jobs on every industrial front. Consult your distributor for a demonstration today. See what Illustravox can do for you. The Magnavox Company, Illustravox Division, Dept. SM-9, Fort Wayne 4, Indiana.

* * *

See "The Illustrated Voice." Outstanding commercial film of the year, it shows how Illustravox can best be applied to your training and selling needs. Ask your Illustravox dealer or film producer for a showing today!

ILLUSTRAVOX

THE ILLUSTRATED VOICE

DIVISION OF THE **Magnavox** COMPANY • FT. WAYNE
MAKERS OF FINE RADIO-PHONOGRAPHS



flip-flop chart, it is designed to enable salesmen to tell the story of "How to Make More Money" to busy merchants in not more than 10 minutes. It uses pictographs, charts and photographs, all touching upon *Planned* lighting, in accordance with the famous 1-3-5-10 formula. This formula establishes a ratio of brightness, with one as the figure for general circulation areas in a store; three (three times the circulation area brightness) for sales areas; five (five times circulation area brightness) for showcases and shelves; ten (ten times circulation area brightness) for feature displays.

In material designed for merchants—a series of large and small mailing pieces and a 14-page illustrated book, "Ever Watch Her as She *Passes By?*"—emphasis is on lighting for sales. This booklet introduces "The Man Who Plans" (the utility's "trained lighting man") and offers his services as a lighting specialist. This shows the philosophy behind the program. The various materials furnished under the program do not tell how lighting systems should be set up, nor what types of lighting nor fixtures should be used. These details are purposely left for the utility salesmen to handle. The program is planned to build up service to the customer through the salesmen.

The machinery for offering the plan to utilities, and for permitting them to take advantage of it, has been simplified as far as possible. For example, it is a self-contained package. The 11 x 14 book, "Planned Lighting Program for Stores," tells all about the program and what it entails, and contains a pocket at the back for samples of the various materials which are a part of it—the Visualizer to be used by utility salesmen when talking to store owners, and literature to be given to, or mailed to, merchants or others interested in the subject of store lighting. There is an order form which makes it easy for utilities to request the ma-

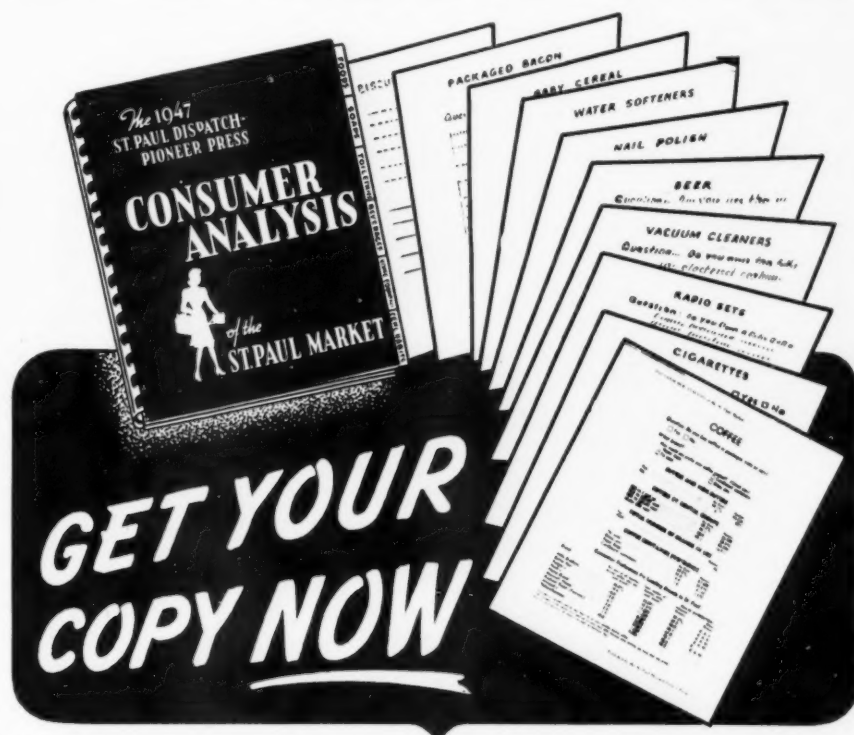
terials needed to join in the program. These are sold at approximate cost. There's also a list of materials available not only from Edison Electric Institute (such as its sales training course), but booklets and films, most of them emanating from manufacturers in the field. Copies of the Plan Book are \$2.50 each.

One of the best selling tools offered utilities is the Planned Lighting Recommendation form, with blanks, to be filled in during conferences between salesman and store owner, for recommendations regarding equipment for general, accent and window lighting, for lamps, etc.; for dimensions and other information about the particu-

lar store under discussion. The inside spread contains a large cross-ruled area to aid the salesman in making a detailed floor plan.

It is estimated that there are 1,750,000 stores in the United States. Lighting authorities say they need $7\frac{1}{2}$ times as much light as they now have as an aid in selling merchandise.

Edison Electric Institute's program should be useful in enabling utilities to serve their communities and to increase consumption of electricity, thereby building profits for their own organizations. The programs for industrial, office, school and home lighting will follow the same lines as this first one, with necessary modifications.



1947 CONSUMER ANALYSIS YOUR PRODUCT

AND 1,535 OTHERS

Find out how you stand with your consumers and competition. Write today for the fact-filled, 175-page research report just completed in the great St. Paul Market of 331,000 persons. These reports are now available at:

National Advertising Department
ST. PAUL DISPATCH-PIONEER PRESS
ST. PAUL 1, MINN.

Ridder-Johns, Incorporated
342 Madison Ave., New York
Wrigley Building, Chicago
Penobscot Building, Detroit

It will be helpful if you make your request on your business letterhead.

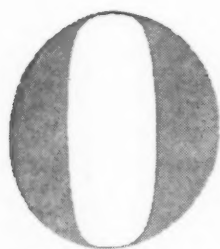
ST. PAUL DISPATCH-PIONEER PRESS



AUGUST 15, 1947



*You get the GOLD
you PAN for -*



ONLY the gold counts — and panning separates it.

Only the customers count — and if your product goes into homes, Better Homes & Gardens separates the better homes for you:

The reason is screening:

Better Homes & Gardens' editorial content — 100% service articles on homemaking — screens out everybody who isn't interested in better living in a better home.

That screens in over 3,000,000 husbands and wives whose great interest in life is their home.

They're eager for any idea, any product that will make their home more comfortable, more pleasant, easier to work in, easier to keep up. And their eagerness is an on-the-spot one — they're no hazy future customers, because they're in the active business of running a home right now, and they're buying right now.

Their incomes are high — among the highest for all big magazines. They pour billions every year

into everything from safety pins to roofing, mill-work to ham, hardware to gingerbread mix, refrigerators to sofa cushions, cars to curtain rods.

They spend more on their homes and everything that goes into them than even their neighbors in the same block:

They read BH&G *only* because their big interest is home. We take them no fiction, no side lines, no distractions from the happy business of living well. Just know-how, news and ideas.

Can you think of any other magazine that separates out for you over 3,000,000 husbands and wives in typical suburban-type homes who are spending generous incomes every year to maintain the highest standard of living in the world?

fresh facts on SERVICE THAT SELLS

Biggest increase in advertising linage for 1946 among all big magazines went to BH&G — proof that over 3,000,000 home-centered families with billions to spend is too big a market for any big advertiser to miss.

Better Homes & Gardens

America's First Service Magazine

Circulation Over 3,000,000

SELL

your prospects



with Hard-Hitting
Direct Selling Copy.
Created by Specialists

call
MU 4-3411



D. H. AHREND CO.
Creative Direct Advertising
333 EAST 44th STREET • NEW YORK 17

**Why does
Quaker Oats
depend on
spot
radio
programs**



ASK YOUR
JOHN BLAIR
MAN

Offices in Chicago
New York • Detroit
St. Louis • Los Angeles
San Francisco

**JOHN
BLAIR
& COMPANY**

REPRESENTING LEADING RADIO STATIONS

Shop Talk

Among the Authors: At the Tuesday Night Calculus Club, Keith Powlison doubtless tosses the mystic terminologies of the economist back and forth like so many shuttlecocks, but he speaks English too. If, in the lead article in this issue, "How Can We Help Workers Grasp the Truth About Profits?" he sounds like a salesman, there's a reason. He once *was* a salesman.

Powlison, today vice-president and controller of Armstrong Cork Company, Lancaster, Pa., is a native of Grand Forks, N. D. He grew up in Riverside, California, attended Pomona College, then acquired a diploma and an A. B. at Columbia in 1922. He followed this with four years of graduate work in economics at Johns Hopkins, where he received a Ph.D. in 1928.

For several years he was a member of the Special Commission on Economics at Claremont College, Claremont, California, and subsequently became associated with the Security-First National Bank of Los Angeles. In 1932 he returned as assistant treasurer to the Armstrong Cork Co., where he had served for a time as a salesman shortly after his graduation from Columbia. In 1938 he moved into the treasurer's office, and four years later was made vice-president and controller.

Powlison is a member of the Industrial Advisory Committee for the Third Federal Reserve District, the Academy of Political Science, the National Association of Cost Accountants, and the Controllers Institute of America. He is the author of "Profits of National Banks," and co-author of "Banking Ratios." Although we haven't any idea how he finds any spare time, he manages to turn out occasional articles for *The Harvard Business Review*, *The Controller*, and several other business and accounting journals.

You may want to red-pencil his article in this issue for the attention of the company president, the general manager, and the man in charge of public relations.

Soft Answer: The editor of *Premium Practice* (one of SM's associate publications in Bill Brothers) wandered in the other day with a 30-year-old newspaper clipping which we passed around among those whose melancholy duties include the rejection of manuscripts. It was date-lined London, and this is what it said:

"The letters of Austin Dobson, now in course of serial publication here, reveal the extreme politeness with which some of his early poems were rejected by tender-hearted editors, including Anthony Trollope, who even begged him to 'forgive me if you do not agree with my decision,' but the gentlest handling of the unaccepted stands to the credit of a Chinese editor of pre-revolutionary days.

"The rejection slip with which this paragon of editors returned a contribution ran: 'We have read thy manuscript with infinite delight. By the sacred ashes of our ancestors we swear that we never before have reveled in so enthralling a masterpiece. If we printed it His Majesty the Emperor, our high and mighty master, would ordain us to take it as a model and never henceforth to print anything inferior to it. As it would be impossible to find its equal within ten thousand years, we are compelled, though shaken with sorrow at our action, to return thy divine manuscript, and for doing so, we ask of thee a thousand pardons.'"

Beside this, SALES MANAGEMENT's green slip, courteous and soft-spoken though it is, seems nothing short of brash insult.

Buyer to Sellers: Credit the American Tobacco Co. with a neat public relations gesture in the form of a slick booklet called "The American Dollar at Work," "published in the interest of its suppliers by the Purchasing Department." It is addressed directly to the 3,000 suppliers from whom the company, within the year, purchased \$40,-000,000 worth of goods and services. A map shows that these orders were placed in every state in the Union, providing employment "for thousands of people in almost every type of occupation." It quotes one short excerpt from the company's Purchasing Department Manual of Procedure and Policy: "Politeness and fair practice should be the foreword in dealing with suppliers. Remember, courtesy is a builder of good-will. Everyone that you come in contact with is a potential consumer. Consequently he should be given every consideration."

Package Probe: In 1941 a thousand women in 11 cities were asked to tell all to SM about packages they liked and disliked. The results made one of the most widely read, used, and quoted pieces this magazine has ever published dealing with package subject matter. The ladies threw orchids and javelins every which way, and what they had to say raised little fluorescent puffs of smoke in many an advertising agency, and sales department, office.

This past fortnight SM commissioned National Analysts to repeat that survey, and you can expect to see the results of their inquiries in one of our November issues.

We've warned National Analysts what they might expect to encounter in their field work. The researchers who handled the calls on the 1941 job reported, almost unanimously, that when the purpose of the interview became known, the women chattered like jay-birds, and in many instances prolonged the discussion far beyond the time required to fill out the questionnaire.

But their realistic judgments about jars, cans, bottles and closures produced a bale of mighty illuminating reading matter for SM's editors.

Pony Express brings news of new food products:

S. & W. is about to unwrap an improved Seville orange marmalade, and artichoke hearts packed in red wine vinegar . . . Beatrice Foods has tested and is ready to introduce a new ice cream mix called Magic-Freeze . . . Swift has a new shortening called Swift'ning . . . and Tea Garden's new apple juice is marking time awaiting only completion of a new plant in the State of Washington.

Contented Reader: Our spies, who have been picking up a lot of ideas from the Green Hornet, Alfred Hitchcock; and some alumni of the OGPU, are now successfully robbing mail pouches. Last fortnight's haul produced a carbon of a letter written by a SALES MANAGEMENT subscriber to the vice-president of an eastern life insurance company. We read every word of it, because it was about us. Decoded, this was the communique:

" . . . I might say that I greatly enjoy this publication, SALES MANAGEMENT. No matter how keenly a man may be interested in his own field, he reaches a surfeit of shop reading and I don't mind saying that many of the better insurance publications that I ought to get at lay unread. And yet, I find that a publication like this one I'll look forward to as a change of pasture . . . I often find things in it that might be of more value to me than some of the shop talk. Probably true because fundamentals are a common-denominator, irrespective of your field. Too, in almost every issue I find an article or two which I want to clip and send on to some friend, customer or prospect. . . ."

We've asked our secretary to see to it that a dainty May basket is left on his doorstep on the proper day next Spring.

A. R. HAHN
Managing Editor

The JOURNAL

**PORTLAND,
OREGON**

**2nd
Largest
EVENING
NEWSPAPER
ON THE
PACIFIC COAST**



The Journal now
offers advertisers
the largest circula-
tion in its history
... both Daily and
Sunday.

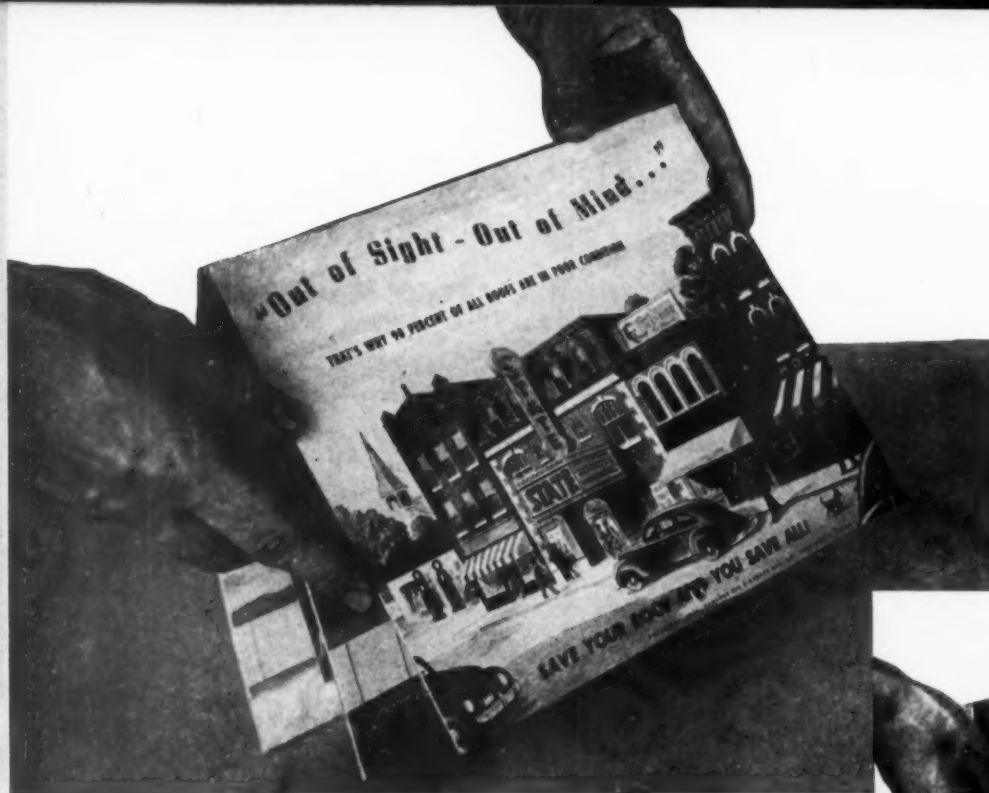
You need The Journal to sell
effectively in Oregon's only
Major Market..Metropolitan
Portland and its Retail Trad-
ing Zone.



When you advertise
in Portland
be sure to specify...

The JOURNAL
EVENINGS and SUNDAY
PORTLAND, OREGON
Member Metropolitan and
Pacific Parade Groups

Represented Nationally by Reynolds Fitzgerald, Inc.



SALE STARTS HERE: The colorful cover of Panther's three-leaf cardboard cut-out "gadget" reminds Mr. Owner that "90% of all roofs are in poor condition" for they're "out of sight—out of mind."

Gadget Gets Customer "Up On His Roof"

"The best place to sell roofing is right up on a roof," A. B. Canning, canny executive vice-president of Panther Oil & Grease Manufacturing Co., told our roving editor in the Panther headquarters in Ft. Worth, Tex. "But you seldom get a building owner to climb up there. So we simulate it with a new sales gadget. It really sells roofing and liquid asbestos roof coating for us."

The "gadget" with which every Panther salesman can sit at a prospect's desk and "take him up on his own roof" is a triple, folding cardboard cut-out in full color, illustrated on this page. It measures 8 x 11 inches folded; takes up little space in the salesman's kit. Opened, it illustrates what happens to a roof under summer sun heat and what happens to the same suffering roof in winter's cold. There is selling copy all through it—even a few little touches of humor.

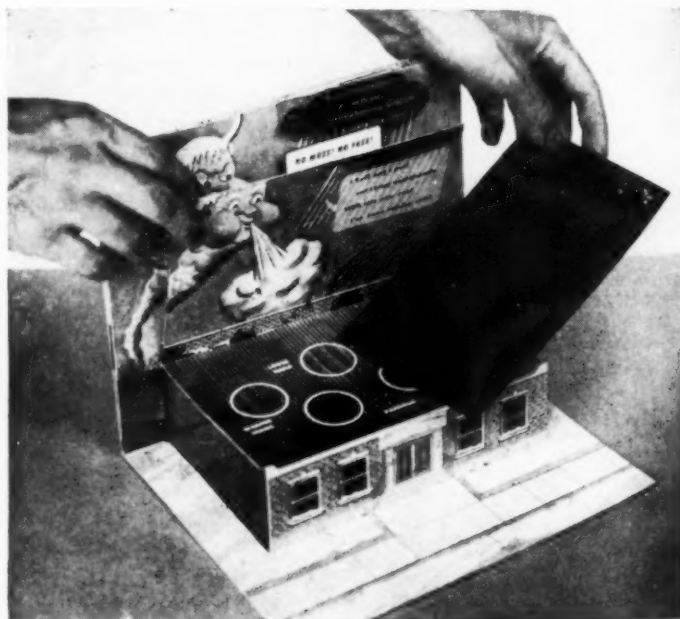
Only one loose piece is used: A small section of real Panther roofing which the salesman can slip into the display after the prospect has had a chance to see, in pictures, all the dread things weather does to his roof—blisters, flashing pulled away, loosened nails, curling tape at seams, warped seams, rusted pinholes, etc. Thus the Panther man is able to put right into the customer's hands both the old roof and the actual product that will make a new roof out of it.

Since about 75% of Panther's business nowadays is done in roofing and roof coatings, the new "gadget" is considered an important sales tool. It "gets the prospect up on his own roof."

Photographs by Charles Meyer



SUMMER TORTURE: First scene quotes Mr. Owner "My roof never gives me any trouble." On the roof a bird says: "He should see what I see!" Many heat abuses are illustrated on roof picture—before the salesman slips a piece of Panther roofing into place.



NOW IT'S WINTER: Mr. Owner can see what freezing cold does to his roof. The Panther salesman slips into the scene a sample of "the protection you need." Prospects are taken right up on their own roofs.

SALES MANAGEMENT

IT'S

Cool

IN SEATTLE



You'll have to sleep under a blanket, even in *July and August. You'll need a heavy jacket when you sail on Puget Sound. So why not come out and keep cool with us? You'll genuinely enjoy it. And you can't help noticing what a tremendously rich and growing market Seattle has become. So come visit us. Seattle is a friendly city.

**Average mean temperature for July: 64.3 degrees.*

1

One Medium Sells **SEATTLE**

THE



SEATTLE TIMES

FIRST in Circulation • FIRST in Results in Seattle

Represented by O'MARA & ORMSBEE, Inc.
New York • Chicago • Detroit • Los Angeles • San Francisco

AUGUST 15, 1947

Candid Wire Recordings Put New Life into IGA Dealer Meetings

Based on an interview with **HOWARD R. GERHARD**

Vice-President in Charge of Merchandising, Independent Grocers' Alliance of America

You might like to swipe some of these ideas for dramatizing retail meetings designed to spread management know-how. Incidentally, what IGA is doing to push private brands shows what national brand sponsors are up against in distributing through these 5,000 independent outlets.

The Independent Grocers' Alliance of America is made up of approximately 5,000 independently owned food stores. These, for better and more economical management, are segregated, into 75 control areas based geographically on wholesale districts. IGA is a firm believer in the value of conferences at which executives from its headquarters offices in Chicago, wholesalers and store owners meet to thresh out problems and outline policies.

Recently a meeting was held in Chicago attended by more than 500. Within the year one or more meetings probably will be held in each of its 75 districts. These smaller meetings will be sponsored by wholesalers. To maintain interest and get results, programming, with drama, is vitally important. Because the audience is always made up of businessmen, the dollar, earned or saved, is always stressed.

This year, because the buyers' market is returning and the housewife is marketing with increased cannniness, the emphasis in all meetings is placed on *low cost operations*. In order to put over its message with force and clarity, IGA in this year's meetings is employing two brand new instruments: the *wire recorder* and the *Visual-cast projector*. It is believed that this is the first time that the wire recorder has ever been used in a meeting of this kind.

When it was decided to build the year's program around low-cost operations a search was started to find the affiliated stores with the lowest cost in overhead. A prize of \$200 was offered for information leading to IGA's low-cost operator. Very soon, reports, with figures to prove them, began to pour in from all over the country.

Larry Jacobs, editor of the *Inde-*

pendent Grocergram, IGA house publication, armed himself with a Brown-Crane wire recorder and, with a staff photographer equipped to take Kodachrome transparencies, went out into the field. Among the stores they visited were the Day & Night Food Store, Wichita Falls, Tex.; Joseph Burger's IGA supermarket, Munster, Ind.; Sluis & Petersen's IGA Super Market, Chicago, and Rotunda Brothers, IGA store, Jericho, Vt.

Mr. Jacobs interviewed the owners, department heads and clerks, visiting each department, putting humanized interviews on the wire. They discussed practices and methods, costs and everything bearing on the conduct of the stores. It was found that the wire recorder adapts itself to this sort of job far better than disk recorders.

If a false note creeps into the recording, all that is necessary is to back up the wire, wipe off the record-

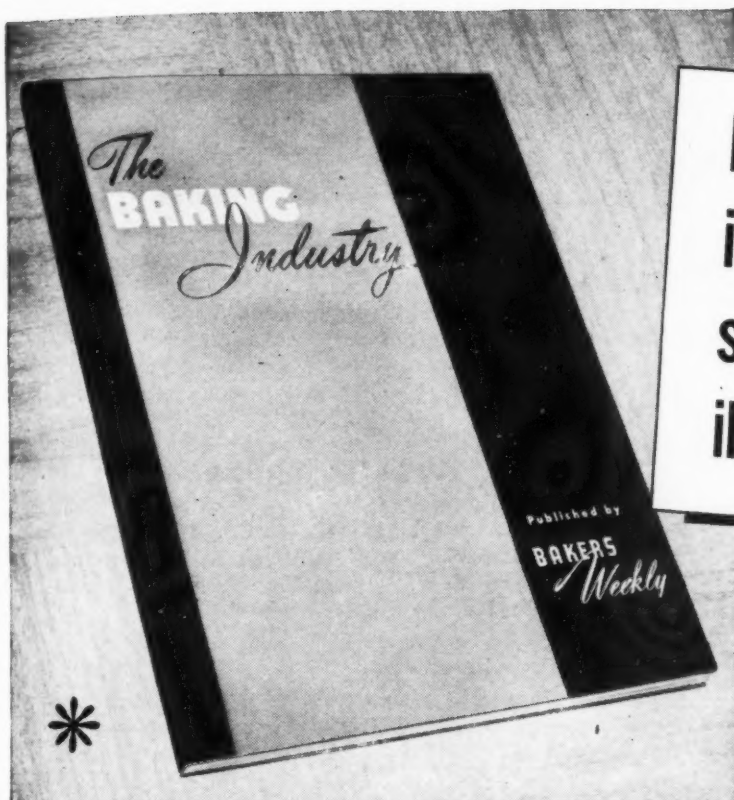
ing, and start over from the spot where the error was made. Too, after the recording is completed, it can be played back as many times as is desired, with no delay as there is in the use of "platters." If it is desired that the "wire" be edited, whole lengths can be snipped out with cutters, the ends tied together.

The wire recorder can be plugged in to a public address system in any large meeting and will come out sounding like radio. When the wire recordings were played, natural sound effects came out. Made in the stores, there were all the usual store noises: every now and then the ringing of a 'phone, the slamming of doors, a background of women's voices, boxes being moved, a hum of clerks taking orders, the welcome bells of the cash registers. It was all very realistic and life-like.

While the interviews were being recorded, Howard Greeter, IGA staff photographer, was busy taking his color pictures of the proceedings. These pictures, with sales charts, profit and loss statements and other graphic material, were later used as slides in the Visual-cast projector. In using this machine the speaker faces the audience and the image is thrown on a screen, 10x10 feet in size, which stands behind him.



CAPTURES HUMAN TOUCH: This Texas grocer (right) talks about his merchandising ideas in his own way for play back at IGA district sales meetings.



**If the Baking Industry
is your market...
send for this
illuminating study**

FREE—52 page market study helpful to manufacturers in planning distribution, sales and advertising to large combination baking companies, independent wholesale bakers, retail bakers and bakery supply houses.

The baking industry is a growing 2 billion dollar per year business. The industry's leaders with the backing of thousands of individual bakers are determined to further increase present volume. This industry-wide determination means a stepping up of quality and service. It means widespread modernization now that new equipment is becoming available. Now watch the proverbial backlog of demand become translated into today's orders.

The first offer of *The Baking Industry and How To Sell It* met with unusual demand. Another supply is now available. The baking industry hits its stride in its vast modernization program.

You will find *The Baking Industry and How To Sell It* useful as a sales tool and guide to the kind of advertising copy bakers will read to your advantage. Here is the general and detailed information you should have to secure your share of this vast market. *Send the coupon.*

*Prepared by Bakers Weekly's editorial staff comprised of twelve full time editors each a specialist on the major phases of the baking industry. Field reports from correspondents in every major market, information from Bakers Weekly's own Market Research Department, findings from our own Laboratory and Experimental Bakery, data from our Engineering Department are combined to make this study the most complete up-to-date book on the baking industry today.

The study gives essential marketing facts. It tells how the baking industry is organized—what equipment, ingredients and supplies it buys and why, when and who buys them. Here, too, are successful methods of selling and advertising to the baking industry.

WHAT THE STUDY COVERS

1. Organization of the baking industry (wholesale, retail and house-to-house bakeries)—how each type operates and distributes its products.
2. Operating details of the major buying groups (special pictorial section)—a handy guide to those interested in how ingredients, equipment and supplies are used.
3. Handy alphabetical guide of equipment and ingredients—everything the baker buys.
4. Charts of bakers' buying practices—bakery supply house functions.
5. A guide for planning sales and advertising efforts to this market.

Bakers Weekly
45 West 45th St.
New York 19, N. Y.

Please send my free copy of *The Baking Industry and How To Sell It*.

Name.....
Company.....
.....
Position.....
Street.....
City.....
State.....



THIS AD REALLY STARTED SOMETHING!

Rate cards don't fix the **COST** of your advertising... you do

**THE PUBLISHER NAMES THE PRICE... BUT
THE ACTUAL COST OF YOUR ADVERTISING
DEPENDS ON WHAT YOU SAY**

② and since we stuck our necks out by offering to tell you more

SOME ADVERTISERS have the mistaken idea that the cost of their business paper advertising is a simple matter of addition — space plus production.

But that's only the price.

The cost of any advertising program can be measured only in terms of results. And results depend more on what you say than on what you pay.

Do you want your advertising to produce inquiries? We can show you a recent business paper campaign that pulled more than 20,000 inquiries, resulting in 13,000 orders for a total of two and one-half million units. The price of that campaign was about \$7,000, but the cost — measured against those results — was negligible, less than three-tenths of a cent per unit sold!

Do you want your advertising to break down sales resistance, and create acceptance for your product? We can show you an advertisement that was designed to do exactly that. It didn't draw a single inquiry — but it was the third best-read ad in the book, and an all-type ad at that. Moreover, the advertiser's salesmen report that since this campaign was launched, they no longer have any "missionary" work to do among their prospects.

Do you sell heavy equipment? We can show you another business paper advertisement that brought in orders for three such units (at \$8,000 each) within a week after it was published. And customer inquiries are still coming in.

There are many such cases. We'll be glad to show them to you. Each one is an example of how the cost of business paper advertising was determined by the advertiser himself, and by the results he was able to achieve by having something to say — and then saying it effectively.

There's the catch. You've got to know what you want your advertising to do — which simply means setting up a valid objective for each ad, and then asking yourself, "Does everything in this ad contribute to that objective?"

It may be that you shouldn't expect your advertising to produce a large volume of inquiries. Or to make immediate sales. There are many other good objectives which your advertising can accomplish. The important thing is to know, not only your markets, but what your prospects want to know about your product. And then tell them — quickly, clearly, completely.

You don't have to bait business paper readers with "cute" devices or irrelevant pictures. The business paper reader is in more of a hurry than you are. He'll read your message if the headline promises to tell him something he wants to know, and if the copy fulfills that promise.

There's a pretty interesting little booklet which has helped hundreds of business paper advertisers sell a lot more goods for their advertising dollars. It's called "Hit The Road," and if you haven't read it, drop us a card today and we'll send you a free copy.

① for instance — a lot of you people have wanted to know more about the three case-histories referred to here



THE ASSOCIATED BUSINESS PAPERS

205 East 42nd Street, New York 17, N. Y.

ABP's BUSINESS IS TO BOOST YOUR BUSINESS

③ → we decided to wrap up the whole story in a little folder. So now, if you'll just fill out the coupon, etc, etc...

THE ASSOCIATED BUSINESS PAPERS
205 East 42nd St. New York 17, N. Y.
Please send me — copies of your
folder "So You'd Like to See Results"
Name _____
Address _____
City _____ State _____

This machine, also an innovation at this year's IGA meetings, is extremely flexible. It permits the use of photographs in black-and-white or color, diagrams, charts, and typewritten copy. Notations may be made by the lecturer as he talks and these are thrown directly on the screen. He can point, for emphasis, at any part of the picture or copy and the pencil, or pointer, shows in animation on the screen.

The speaker has the further advantage of facing his audience while all this goes on and he sees on an illuminated table in front of him the picture exactly as it is being shown on the screen at his rear. In this way IGA in its current meetings has the advantage of introducing two new methods of dramatizing its program.

Operates on 6%

IGA in carrying this program to its 5,000 affiliate members is endeavoring to get across the message that operating costs must be kept down if the independent grocer is to live and profit in competition with chains. Its contention is that a well ordered grocery should operate at a cost of 6% of total sales. During its research it found that a surprising number of stores were meeting this figure. Many were reported in the bracket between 5.5% and 6%. Three, awarded prizes at the Chicago meeting, were found to be operating at good profit at a cost of 5.4% of sales.

Especially significant was the fact that one of these stores was in the \$90,000 a year class; another in the \$150,000 bracket, while the third has a sales volume in excess of \$250,000 a year. This is held to prove that it is management as well as volume that affects overhead costs.

At the close of the Chicago meeting Don Copps, advertising manager for Copps & Co., Stevens Point, Wis., approached the IGA management with an idea to make the local meetings even more interesting. He suggested that IGA send its wire recorder, with operator and photographer, into each area ahead of the local meeting to visit the stores selected for outstanding operation.

His thought is that it will localize a part of the program and intensify the effect. As a result this was done for the Stevens Point meeting, held May 25th. So excellent were the results that it is likely similar localized recordings will be used in many meetings from now on. Wire recordings as programmed in a standard meeting run 30 minutes. With localized additions they probably will run about 45 minutes.

Each meeting away from Chicago is sponsored by a wholesaler in the area, and store operators in the territory are invited to attend. Usually they bring their wives because there's a social angle to it. At the end of the day a banquet is held and usually a dance.

"Less than half of the sales made in a complete food market are made because the housewife has planned, before she enters the store, what she will buy," says Howard G. Gerhard, vice-president in charge of merchandising for IGA. "More than 50% of all sales are made from impulse. At our meetings we try to stress this fact.

"We believe now, with the buyers' market returning, that many of the 'war-quality' food products will vanish. Private labeled goods, which were difficult to obtain during war years, are ready for a revival.

"Controlled brands—and very soon now—will sell in volume if the wholesaler, his salesmen and supervisors, and the retailer will get together and do a real merchandising job. A merchandising job means advertising, promotion, and getting the items out front in inviting displays. It has been proved time and time again that the shopper will pick up the private brand goods quickly and regularly. Of course, they must be stocked intelligently.

"Because the housewife, more than half of the time, picks up from the displays she sees items which appeal to her most, the storekeeper has a great advantage in guiding sales. Volume follows display. By his display the merchant puts within reach the

brand he wants her to take in her hands."

Sales points such as described above are developed and explained by department heads on the staff of IGA at the various meetings. The main theme running through them however is, "Keep down sales costs." Certain costs, such as salaries or maybe rents, have gone up. Still, the percentage of cost to sales must be crowded down. Volume and dollar sales per employee must be increased.

Only a few years ago it cost on an average of 20% to 25% of sales to operate the average grocery store. Today that figure has, on an average among IGA stores, been squeezed down to 8%. The goal now is 6%. Proof that it can be done, the IGA experts point out, is evidenced by the fact that a number of its stores are operating on from 5.4 to 5.5%.

"If others can do it, you can too," store operators who attend the meetings are told.

Sometimes in making the wire recordings humor pops in . . . and may be left in for the enjoyment of the audience. Recently after such a recording Mr. Jacobs thanked, in the recording, the store operator for his cooperation and courtesies, saying that it was specially appreciated by a "Northerner." To which the merchant, a Southerner replied: "Down here we call you all damyankees."

They play it that way at the meetings and it is always good for a laugh.

"Humanisms of this kind mean the comedy touch that makes the audience feel sympathy and kinship with the actor," Mr. Gerhard, maintains. "After all, in building such a program

Profit-and-loss statement of an IGA store in Wisconsin that was operated in 1946 at a cost of 5.437% of sales. This store was one of the three winners that tied for "low" in contest low-cost operation. The breakdown:

		% to Sales
SALES	\$64,495.79	100.00%
GROSS PROFIT	\$ 8,250.35	12.79%
EXPENSES:		
Wages	\$1,226.65	
Utilities	522.65	
Advertising	349.90	
Supplies	314.87	
Miscellaneous	177.95	
Depreciation	531.70	
Insurance	152.53	
Taxes	132.64	
Delivery	98.27	
Total Expenses	3,507.16	5.437
NET PROFIT	\$ 4,743.19	7.353%

Profit-and-loss statement of an IGA store in Michigan. Total expense is 7.3% of sales as compared to 5.437%, the record made by winner. The figures were revealed during the search for lowest cost operation. The breakdown:

		% to Sales
SALES	\$178,675.77	100.00%
GROSS PROFIT	\$ 28,184.49	15.75%
EXPENSES:		
Wages	\$6,895.93	
Rent	751.84	
Utilities	591.67	
Miscellaneous and Supplies	755.09	
Advertising	936.00	
Repairs	882.36	
Depreciation	490.28	
Insurance	203.62	
Taxes	377.99	
Total Expenses	11,884.78	6.65
NET PROFIT	\$ 16,299.71	9.10%

Guess what happened to the art work!



When things are delayed in the shop, put super-speedy Air Express into action—and save the day by gaining *more time*. Its use is very calming to advertising departments, studios, magazines, agencies, engravers and *everyone* concerned with deadlines.

Air Express goes even coast-to-coast overnight—cuts delivery time down to hours instead of days. Shipments travel on all flights of all Scheduled Airlines—and that means air speeds up to 300 miles an hour, and around-the-clock schedules to serve you *better*. Remember low-cost Air Express is the *fastest* way to ship things—so use it regularly!

Specify Air Express—it's Good Business

- Low rates—special pick-up and delivery in principal U.S. towns and cities at no extra cost.
- Moves on all flights of all Scheduled Airlines.
- Air-rail between 22,000 off-airline offices.
- Direct air service to and from scores of foreign countries.

Just phone your local Air Express Division, Railway Express Agency, for fast shipping action . . . Write today for Schedule of Domestic and International Rates. Address Air Express, 230 Park Avenue, New York 17. Or ask for it at any Airline or Railway Express Office. Air Express Division, Railway Express Agency, representing the Airlines of the United States.



1927—20TH YEAR OF GETTING THERE FIRST!—1947

we are acting. We must act to maintain the drama and the interest in our programs. We brought the wire recorder into our program because it is new and dramatic. We brought the Visual-cast projector into it for the same reason.

"In our recent Chicago meeting we introduced a speed contest between two IGA checkers. Both were checkers who had gained considerable reputation for speed. One was brought from Florida, the other from Kansas. Three heats were run, each with a different assortment of common food items. The winner clicked up on the cash register an average of \$4.75 per minute without an error.

"The contest aroused so much interest that it is likely similar races will be run at other meetings. At many meetings for dealers or salesmen there seems to be little letup from hard business talks and preaching. We think it is wise to lighten a set program with a flash of humor now and then or a stunt that will put 'em on the edges of their chairs.

"The American public is keenly interested in radio. People concentrate on a radio voice. It has become a habit. The wire recorder is enough like the radio to bring concentration and interest. Too, people are interested in it more than casually because they recognize it as *new*. We've tested out the wire recorder in several district meetings and we've observed that almost all of those present sit upright while it is on, listening for every word.

"The Visual-cast is also new and different. The fact that the speaker can put his own animation into the pictures thrown on the screen compels attention, too, because the audience is watchful to see what he will do next. The pencil or pointer, bobbing around, has an element of fascination. In this manner we have hit upon *two new mechanical aids* which help us a great deal in getting our message across."



SALES MANAGEMENT



SIGNALS FLASH THE SALES FACTS AT M. J. WHITTALL ASSOCIATES, INC.

IT'S a fact! At M. J. Whittall Associates, Inc., of Worcester, Mass. where Anglo-Persian Rugs are manufactured, every phase of sales control is indicated by Signals in their Kardex System.

The "Fact-Power" of Kardex, plus "The Chart That Thinks", enables Vice-President M. J. Whittall II to sell Whittall Rugs and Carpets selectively and profitably. By simply glancing at the Graph-A-Matic signals on the visible margin of the Kardex slide, Mr. Whittall gets an instant picture of each account. *The facts stand out*—facts which reveal quotas, sales, orders and shipments. Customer by customer, he can tell which accounts are behind quota; which are owed shipments; which have not placed recent orders.

And the Kardex control doesn't stop at the customer level. The Graph-A-Matic signals point out salient facts with regard to salesmen performance—pointing out the men who are doing a constructive, consistent job as well as those who are falling behind and

need supervision. With this information at his fingertips, he wastes no time digging among innumerable, incomplete and unorganized records. Acting on facts, he can strategically direct sales campaigns towards profitable ends.

In addition to saving time and effort, Kardex Visible Sales Control will also cut the need for clerical help to a minimum. The "Chart That Thinks" automatically computes percentages of sales to quota and percentage of shipments to quota, simply by setting the Graph-A-Matic Control signals over the dollar values of sales orders and shipment to date when each posting is made. Tedious arithmetic, the need for extra clerks and time lost checking through record files for information are eliminated.

The principles of this sales control system can be applied advantageously to your business. Why not write today for more detailed information? Systems Division, Remington Rand, 315 Fourth Avenue, N.Y. 10, N.Y.



Sales of Whittall Anglo-Persian Rugs, such as the one illustrated above, are controlled by this Kardex system.

Remington Rand

THE FIRST NAME IN BUSINESS SYSTEMS



OIL FROM GROUND UP: At picturesque Idlewild Inn, Katonah, N. Y., Shell Oil marketing personnel prepare for stiff competition in selling petroleum products. They brush up on new developments, operations, products, with particular emphasis on the properties and applications.



Shell Oil Develops a Basic Market Training School . . .

Geared to give Shell salesmen a working knowledge of the sales features of the oil business which has become one of the most complex industries in our economy.

To cope successfully with the increasingly complex problems of marketing petroleum products, Shell Oil Co. has developed a basic marketing training course.

Besides the better known petroleum products Shell has developed corrosion preventives, 100 octane-plus aviation fuels, jet propulsion fuels, fertilizers and soil fumigants, sprays and insecticides, DDT, synthetic rubber and toluene, materials for medicine and other safeguards to health, industrial lubricant and liquid petroleum gas.

According to P. E. Lakin, vice-president in charge of marketing, "the Shell School is designed to familiarize marketing personnel with company operation and products, with emphasis on their properties and applications."

The first in the series of training

courses was inaugurated in February. Idlewild Inn with its picturesque setting in Katonah, N. Y., was chosen for the place. And according to Mr. Lakin, the school utilizes the most advanced techniques in visual instruction. Petroleum products manufactured by the company, including oil samples and specimens, scientific testing apparatus, actual oil burners and demonstration engines are used in classroom studies.

Shell plans to train several hundred sales employees annually, in a series of three-week classes, each attended by approximately 50 people from various parts of the country. Many high-ranking Army and Navy officers engaged in petroleum activities will also attend the sessions.

The primary objectives of the Shell School are:

1. To become more familiar with the Shell Oil Co., its operations, policies, and responsibilities.
2. Impart a working knowledge of the manufacture, properties, applications, and sales features of Shell products.
3. Keep Shell's marketing personnel abreast of the many new developments since the last courses in petroleum were given six years ago.
4. Emphasize the importance of profitable business.
5. Arm Shell marketing employees with adequate information so that they will have confidence in Shell. Shell products, and in themselves.

"The school is geared to educate our personnel in such subjects as oil geology, petroleum chemistry, product application, and economics of marketing," says Dr. G. P. Koch, who is the educational director. "The petroleum business has become one of the most complex and highly competitive industries in our economic structure, and training of high order is necessary if we are successfully to meet its problems."

Those who attend the school are marketing personnel from Shell's East of the Rockies Territory: the division sales managers, division department managers, supervisory employee relations and training representatives, state managers, district managers,

**PLEASE HOLD
STILL DEAR!**



**IN PHILADELPHIA, POPPA HAS TO FIGHT FOR A CHANCE
TO READ THE INQUIRER**

**THE INQUIRER'S CIRCULATION
HAS SHOWN AMAZING
AND STEADY INCREASE**

1936:

Daily Circulation 289,165

Sunday Circulation 695,421

(Average 6 months, ending Sept. 30, 1936)

TODAY:

Daily Circulation . . . over 700,000

Sunday Circulation over 1,000,000

The way women "take to" The Philadelphia Inquirer is a true measure of its advertising leadership. Women like the way The Inquirer handles news—complete, brief, interesting. And The Inquirer is filled with features that inform, entertain and amuse women. This policy of catering to the housewife extends to advertising as well. That's why The Inquirer holds first place in America's 3rd market.

TELL IT IN THE MORNING . . . TELL IT IN

The Philadelphia Inquirer

National Advertising Representatives: OSBORN, SCOLARO, MEEKER & CO., NEW YORK, CHICAGO, PHILADELPHIA, DETROIT; FITZPATRICK & CHAMBERLIN, SAN FRANCISCO
Member: AMERICAN NEWSPAPER ADVERTISING NETWORK; FIRST 3 MARKETS GROUP; METROPOLITAN GROUP COMICS; METROPOLITAN GROUP GRAVURE

AUGUST 15, 1947

...What part of you goes into every envelope?

An indelible impression of the character of your organization accompanies every letter that leaves your desk. See that it is the *right* one. Ask your printer about your letterhead. Paper is his business. We are sure he will call your attention to Rising Parchment.



Rising Parchment

- ✓100% rag
- ✓super opaque
- ✓6 standard sizes of envelopes
- ✓distinctive unglazed parchment finish
- ✓four weights

When you want to KNOW... go to an expert!



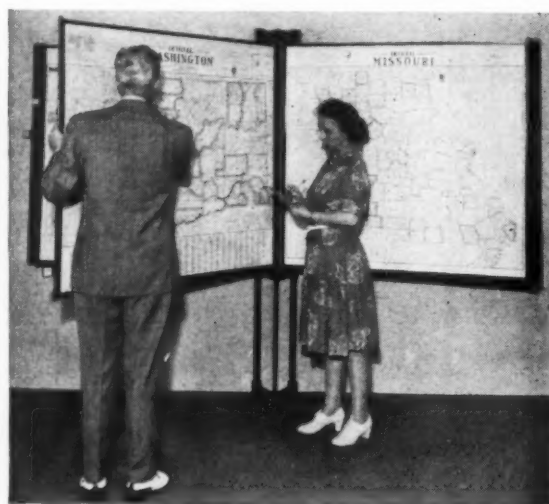
Rising Papers

Ask your printer... he KNOWS paper!

Rising Paper Company, Housatonic, Mass.

MAPS

For
BUSINESS
USE



- State, County Outline Maps
- State, County, Town Maps
- Trading Area Maps
- Sectional Maps of U. S. A.
- Small, Open or Large Detailed Maps
- Multi Unit Map Systems
- Washable Surface Maps
- Business Mens Atlas of U. S.
- And Other Sales Data Aids

Write for illustrated price list—Dept. SM

THE GEORGE F. CRAM COMPANY, INC.

730 E. Washington St.

Indianapolis 7, Ind.

salesmen, some marketing head office personnel, some selected new employees, and employees from other departments and Shell's organization on request

"Oil from the Ground Up" is the title of the textbook used. Included among subjects discussed are:

History, structure, principles and responsibilities of the Shell Company

Fundamentals of Petroleum Chemistry

Historical Background of Petroleum

Geology and Search for Oil

Drilling and Development of Petroleum

Laboratory Tests on Automotive Fuels

Aviation Fuels, Fuel Oils, Lubricating

Oils, Specialty Products, Special Products

Greases, and Asphalts

Distillation of Crude Oils, Cracked Dis-

tillates and Special Products and Vacuum

Distillation of Lubricating Oils

Refining Light and Lubricating Oils

Manufacture, Properties, and Sales

Features of Automotive and Aviation

Lubricants

Grease Manufacture: Properties, Appli-

cation and Sales Features of Automotive,

Aviation and Industrial Greases

Diesel Engines, Fuels and Lubrication

Aircraft and Jet Propulsion Engines

Their Fuels and Lubrication

Manufacture, Application and Sales

Features of Fuel Oils

Naphthas, Solvents, Diluents and Special

Products, Their Manufacture, Application

and Sales Features

Industrial Lubricants, Their Manufac-

ture, Application and Sales Features

Retail Marketing.

Petroleum Economics

The type of instruction includes lectures and demonstrations. The first class began February 10th; the second class, March 3rd, and so on.

The length of a course is three weeks. Length of sessions is all day (during regular workings)—8:30 to 5:30 with one hour for lunch and five minutes of calisthenics each hour.

Shell Oil Co. shoulders all cost. The living cost per student per week is \$75. The total expenditure is approximately \$150,000, which is shared by the company's marketing divisions.

In addition to classroom instruction, a program of sports and recreational activities is offered.

Mr. Lakin explains that the employees attending the school are paid their full salaries, plus room and board. Classes are kept small so that a greater degree of individual instruction will be possible and maximum benefit will be obtained from Idlewild's recreational facilities.

While the training is stiff, response from the personnel is good, and the men like it, Mr. Lakin says.

SALES MANAGEMENT

Promotion

BMB Audience Maps

Radio Sales, the Spot Broadcasting Division of CBS (in New York City, at 485 Madison Avenue) offers BMB Maps for the nine radio sales-represented stations. The study, from which the maps were prepared, was made in the Spring of 1946. (Since the study was made, the current 1947 CBS survey, "Radio Ownership and Total Listening," indicates that more than 1,900,000 additional families now have radio sets in use.) BMB asks that users of the maps bear in mind that its "only job was to measure the number of families who hear a radio station once a week or more and where they live." BMB Maps for the Columbia Pacific Network will be ready soon.

"Ads on Wheels"

The first complete manual on truck decal advertising ever published, a booklet titled "Ads on Wheels," is available from The Meyercord Co., decalcomania manufacturers, 5323 W. Lake Street, Chicago, 44. This is a practical handbook of profitable ideas in truck advertising for fleet owners, public carriers, equipment makers, etc. The book has 130 illustrations which dramatize how some of the nation's top advertisers use trucks as "mobile billboards." A method of determining the effectiveness of truck advertising by a "Brand Mile Rating," is a feature of the booklet.

Women . . .

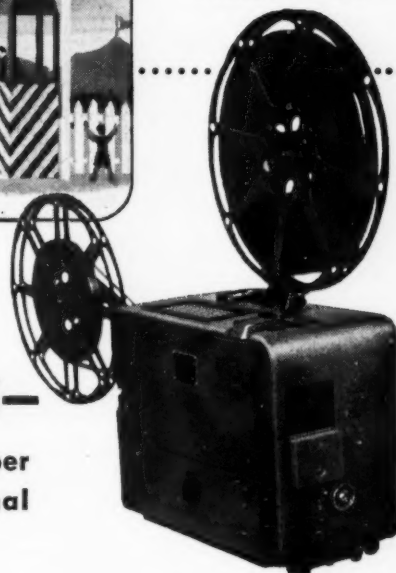
"They Said it Like This," is a booklet of current advertisements by the *Ladies' Home Journal*. No doubt you've noticed the *Journal's* clever advertising series built around the "Never underestimate the power of a woman" theme. The magazine has reprinted the series, with explanatory copy and some facts on *Journal* readers and women in general. Write



"Our films reach millions—

at an infinitesimal cost per person," says International Harvester Company

Bell & Howell Filmsound



Building good will . . . introducing new products . . . making out-of-season demonstrations . . . instructing in product maintenance and servicing—International Harvester Company does all these things successfully with motion pictures. Thirty-six years of experience have proved to IH that motion pictures are amazingly effective in reaching the minds of the millions—convincingly and at low cost.

Latest of about 40 IH sound movies now in active use is "County Fair," a 22-minute sound film in full color which entertains while it supports the firm's two sponsored 4-H Club contests in field crops and frozen foods. More than 100 prints of this film were busy all last winter at "Family Parties"—evening entertainments by IH dealers for local farm families.

Thirty-two Filmsounds insure fine projection

Like hundreds of experienced sound film users, IH knows that no film program can be fully successful without fine sound and picture reproduction. That's why this commercial film pioneer recently bought 32 new

Bell & Howell Filmsound 16mm sound film projectors.

Why Filmsounds excel

In their sound and picture quality and in their lasting dependability, Filmsounds reflect a rich heritage . . . Bell & Howell's forty years of experience in supplying Hollywood's most exacting equipment needs. Filmsounds are easy to operate, too. And they offer built-in protection for valuable films. Those are a few of many reasons why Filmsounds are widely accepted as the standard of quality in sound film projectors.

Write for this FREE BOOKLET

"Movies Go to Work" tells how to make motion pictures serve you profitably—in training and inspiring salesmen, in schooling factory workers, in selling, and in improving personnel relations. Write for your free copy. Bell & Howell Company, 7190 McCormick Road, Chicago 45. Branches in New York, Hollywood, Washington, D.C., and London.



ADVERTISING AGENCY EXECUTIVE:
DEALERS WANT ALL the information you can give them in your catalog pages scheduled for the Annual January
DEALERS' DIRECTORY ISSUE OF BUILDING SUPPLY NEWS
(Closing October 1st)



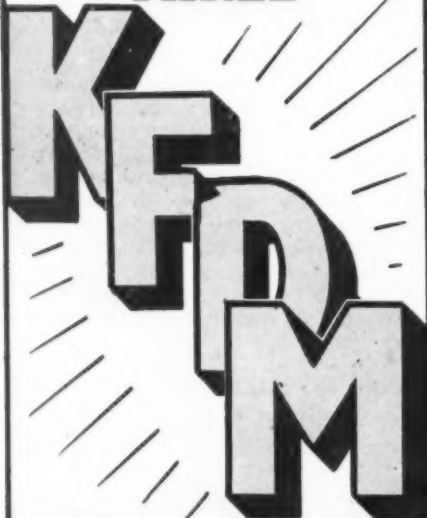
Precision-Made by

Bell & Howell

Since 1907 the Largest Manufacturer of Professional Motion Picture Equipment for Hollywood and the World



**TAKES ONLY
ONE
TO GET ALL
THREE**



BEAUMONT, TEXAS

CURRENT MARKET DATA

	Daytime	Nighttime
Total families (B M B)	228,697	109,482
Radio families (B M B)	189,800	93,433
Total retail sales		
(1945)	\$318,706,000	\$157,461,030
Effective buying income		
(ross)	701,004,000	363,200,003
Effective buying income		
(net)	631,748,000	332,443,030
Average per family	2,463	2,515
Average per family		
(Jewerson Co.)	3,916	3,916



REPRESENTED

BY

FREE & PETERS, INC.

AFFILIATED WITH

AMERICAN BROADCASTING CO., INC.

Thomas G. Brennan, Independence Square, Philadelphia 5.

Sheet Metal Worker & Its Reader

Sheet Metal Worker has a report of a survey conducted among its subscribers. In the booklet a sheet metal shop is defined; what the sheet metal contractor buys and sells, plus a complete breakdown of editorial material which has appeared in the magazine during the past year, are two features of the survey. Address your request to Lynn B. Clarke, business manager,

Edwin A. Scott Publishing Co., 45 West 45th Street, New York City.

The Long Beach Area

The *Long Beach* (Cal.) *Press Telegram* has new grocery and drug route list available. Listed are 369 independent and chain grocers in the city's corporate limits and 363 stores in the trading zone. Also—several pages of pertinent facts on the fast-growing Long Beach market. Wade L. Maplethorpe, nation advertising manager, will send you a copy.

Ideas . . .

you may have missed

For the convenience of readers here is a brief check list of worth-while booklets and catalogs described in recent issues, free to you while the supply lasts . . . To get yours write Advertisers Service Bureau, SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N. Y. Order by number on company letterhead.

1036. "Significant Changes in Minnesota Since 1939" is the title of the most recent of Mill & Factory's several dozen on-the-spot studies of industrial markets.

1037. Farmers in the Pacific Northwest last year took in more than a billion dollars; how they are spending it is shown in the Farm Trio's survey, "What's Being Bought in 1947."

1038. Descriptive literature on Sono-Vision shows how an almost limitless number of uses have been added to commercial motion picture films by this simple mobile cabinet.

1039. A survey made by the Recording & Statistical Corp. for the *New York Times* gives brand new facts about the new car buyers in the Metropolitan New York Area and the newspapers they read.

1040. It pays to test out any new sales idea or advertising theme before shooting the works nationally. You will find *The South Bend Tribune's*, "Test Town, U.S.A." helpful and objective.

1041. If you are interested in distribution through food stores, you should have the current issue of the thrice yearly *Chicago Times Pantry Poll*, conducted by Northwestern University investigators through a panel of 400 representative homes.

1042. What are the advantages—and the pit-falls to watch out for—in conducting market research? The booklet, "Act On Fact" gives most of the answers.

1043. How can you measure the effectiveness of your business paper advertising if you make no attempt to attract inquiries? It can be done—and the answer is given in ABP's, "10 Ways to Measure the Effectiveness of Your Advertising."

1044. Toledo is a market well balanced between industry and agriculture, therefore good for test campaigns as well as year-round promotion. The booklet, "This Is Toledo" is both interesting and factual.

1045. The *St. Paul Dispatch-Pioneer Press* is one of the rapidly growing list of newspapers which has an annual Consumer Analysis of its market. The 1947 survey shows brand preferences, merchandise availability, shopping habits and other significant consumer data.

In Chicago It's **SELECTED**
Mass Circulation

Going Into **HOMES** of
Chicago's Most **IMPORTANT** Million

Chicago Daily News Is
BASIC to Your **SALES PLANS**



**Percentage of
Chicago Daily News
Families in Each
Income Group:—**

Over \$7,499 10.8%
\$5,000 to \$7,499 . 13.9%
\$3,000 to \$4,999 . 39.6%
\$2,000 to \$2,999 . 23.3%
Below \$2,000 . . . 12.4%

These figures were obtained by an independent survey, conducted exclusively among regular Daily News readers, representing a valid cross-section, house-to-house sampling.

In Chicago, the *surest* way to reach the market from which you can expect the *surest* response is to advertise in the Chicago Daily News. Year after year advertisers have found the Daily News *home* group of readers to be the most desirable group of buyers.

They are the most **IMPORTANT** million sales-prospects in the Chicago area. In fact, they number in excess of a million.

When you check the family income figures in the panel at the left you will realize what the **SELECTED** mass circulation of the Daily News does to increase the success of advertisers. And you will acknowledge, too, that if you do not get into these *important homes* with what you have to say, you can hardly expect to get in with what you have to sell!

CHICAGO DAILY NEWS

For 71 Years Chicago's HOME Newspaper

JOHN S. KNIGHT, Publisher

DAILY NEWS PLAZA: 400 West Madison Street, CHICAGO

LOS ANGELES OFFICE: 606 South Hill Street

NEW YORK OFFICE: 9 Rockefeller Plaza

DETROIT OFFICE: 407 Free Press Building

SAN FRANCISCO OFFICE: Hobart Building

Media and Agency News

NEWSPAPERS

The *New York Herald Tribune* is now publishing a weekly feature for young adults titled "Today's Moderns." The department is edited by Dorothy Brandon, who pioneered a modern young people's page in the *Pittsburgh Post-Gazette*, with the guidance of an advisory board of young adults. According to Mrs. Brandon, the page will appeal to active minds, and will touch on "the serious problems which face young adults as well as appealing to dancing feet." The page discusses clothes, fun, jobs, hobbies, veterans' affairs.

An attempt to determine how much its readers read of an article is being made in a series of readership studies now being conducted by *The South Bend Tribune*. The method used in the studies is said to be similar to that used by the Advertising Research Foundation in its Continuing Studies of Newspaper Reading. Two studies have been completed and present plans call for a series of monthly studies.

Arthur K. Atkinson, Jr., is promoted to financial advertising manager of the *New York Herald Tribune*.

A New York City edition of *The Manila Chronicle*, one of the leading English-language dailies of the Philippines is now being published. The

publication, printed in offset, has four pages. Present plans are to issue the edition bi-weekly. Contents include both local news of interest to the Fil-American colony and correspondence from Manila.

MAGAZINES

The Popular Fiction Group, a monthly group of 22 fiction magazines published by Popular Publications, Inc., has an audience of 12,750,000 individual people, according to the new national study completed by Stewart, Dougall & Associates, independent research organization. This readership represents a coverage of 12.2% of the total population 15 years of age and over.

More than a year in the making, this research study used techniques designed to give measurements comparable to other studies in this field. 12,600 personal interviews were conducted in 120 cities, towns and communities in all parts of the country, and only one person in any one household was interviewed.

The audience of The Popular Fiction Group closely resembles that of other mass magazines. For example, 53.7% of the readers are male and 46.3% female; 59.2% are under 35 years of age and 40.8% over 35. In education, the readers are well ahead of the total population, 61.1% having a high school education or better, compared with 39.1% for the Nation as a whole; 13.1% of the audience has had a college education.

The readers live in all sections of the country, with an unusually heavy percentage in the rural areas. Specifically, 29.4% are in cities of 100,000 and over; 30.9% are in towns of 2,500 to 100,000; 39.7%, or 5,050,000, readers live in rural areas.

One of the outstanding facts established by the Stewart, Dougall study is that the readers of The Popular Fiction Group are not primarily readers of other magazines. For instance, *Life* reaches only one out of every four readers of The Popular Fiction Group, and other magazines reach even fewer of these people.



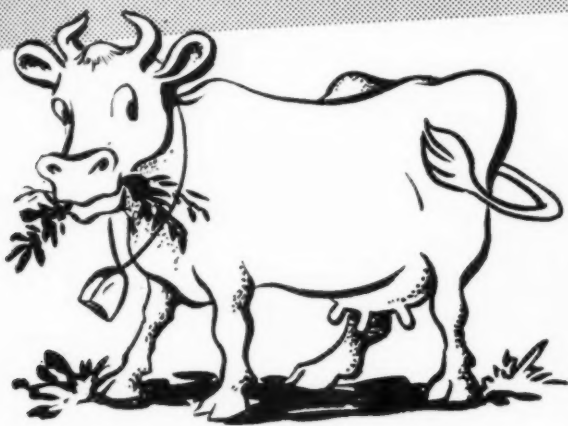
GIFFORD PLUME, newly appointed advertising sales manager of True by Fawcett Publications, Inc.

Foreign Service, the official publication of the Veterans of Foreign Wars, has recently been surveyed by Daniel Starch & Staff. Among its 1,800,000 readers (average distribution for the first six months of 1947) 56.1% read no other veterans' magazine, and approximately one in five read its closest, competitive veteran publication. The Starch survey finds that the average *Foreign Service* subscriber family has 2.02 adult readers. Of the magazine's readers, 73.8% are age 20 to 35; 43.9% own their own homes; 86.2% earn upwards of \$2,000 annually, 46.6% over \$3,000. The report continues, showing ownership percentages for refrigerators, washing machines, vacuum cleaners, radios and cars.

The Condé Nast Publications, Inc., will now issue *Vogue* 20 times a year instead of 24 as at present. The new publishing schedule combines the two December issues, the two January, the two June and the two July issues. These combined numbers will be published the first of each month of issue. Also announced is that the newsstand price of *Vogue* advances from 35c to 50c a copy, effective with the September issue. . . . *Life International* will introduce a new space unit—one-half page,



NEW MEDIUM: Three-dimensional indoor spectaculars—translucent and colored—in a 25-city net of railways and airports is offered to national advertisers by the Diorama Corporation of America. Ticket sales show 126,000,000 circulation.



**THIS IS NO
BULL!**

**YOUR COVERAGE
ISN'T COMPLETE**



**IN THE AUTOMOTIVE
SERVICE FIELD WITHOUT**

**TIRES
SERVICE STATION**

**WHICH REACHES MORE
TIRE BATTERY AND
ACCESSORY DEALERS
THAN ANY OTHER
PAPER IN THIS FIELD.**

**HOW TO WIN DEALERS AND
BUILD BUSINESS AMONG
LEADING TIRE AND
BATTERY OUTLETS!**



**87% SELL AUTO
ACCESSORIES**



**68% OFFER COMPLETE
LUBRICATION**



**90% SELL and SERVICE
BATTERIES**



1. Tell them where your (or your client's) product fits into THEIR sales picture, how much they profit on a normal volume.

2. Reach the "cream" 14,000 independent tire service stations, at minimum cost, through . . .

**TIRES
SERVICE STATION**

A Recent Survey (copy on request) of 12,000 TSS readers shows that

- 90% SELL BATTERIES
- 68% " LUBRICATION
- 87% " ACCESSORIES
- 86% " ANTI-FREEZE
- 43% " BRAKE SERVICE
- 41% " ELECTRICAL APPLIANCES
- 72% " GASOLINE
- 62% " IGNITION WIRING
- 62% " TIRE CHAINS
- 42% " TUNE UP
- 85% " FAN BELTS

Three times, in the past year, **TIRES Service Station** has received dealer accolades for helpfulness and reader service. Our 130 advertiser-customers use TSS to reach this market *effectively*.

**TIRES
SERVICE STATION**

386 FOURTH AVE., NEW YORK 16, N. Y.

Jerry Shaw, General Manager

ADVERTISING REPRESENTATIVES

W. F. FORBRICH
333 N. Michigan
Avenue
Chicago, Ill.

J. M. PITTENGER
2014 First-Central
Tower
Akron, Ohio

W. S. CARPENTER
15 E. de la Guerra
Santa Barbara,
Calif.

**IS your sales
appeal right?
IS your copy
"slant" right?
IS your market
right?
IS your product
right?**

The answers to these and a hundred other important questions can be positively determined. We are doing it every day for clients whose names spell leadership in many fields.

We provide a nation-wide research and analysis service that is fast, flexible, accurate and imaginative.

Brief case histories are told in a booklet called

"ACT ON FACT"

Ask for it

**GOULD, BROWN
& SUMNEY INC.**
MARKET RESEARCH AND
ANALYSIS

20 W. Jackson Blvd.
Chicago, Ill.
Tel. Wabash 7604

black and one color—when it converts to letterpress October 13. . . . Beginning with its October issue, *Argosy*, Popular Publications, Inc., will accept advertising on its inside pages. Also its circulation guarantee is raised to 250,000, with newsstand sales currently over 300,000. . . . Effective with the November issue, *True Story* increases its guaranteed circulation from 2,000,000 to 2,100,000.



PAUL JONES, the new western advertising manager of *Coronet*. Headquarters will be in Chicago.

With 432 pages and 461 individual advertisers, *Mademoiselle* is sending out scales to prove that its August issue also weighs two pounds, six ounces. Covering letter recalls the gag: Girl walks up to newsstand and asks, "Do you carry *Mademoiselle*?" Newsdealers answers, "Carry it? Hell, I can't even lift it!"

BUSINESS MAGAZINES

Modern Distribution, published by Magazines of Industry, Inc., which has been for three years a \$25-a-year weekly newsletter with 10,000 circulation in the hardgoods distribution field, becomes a tabloid size news-

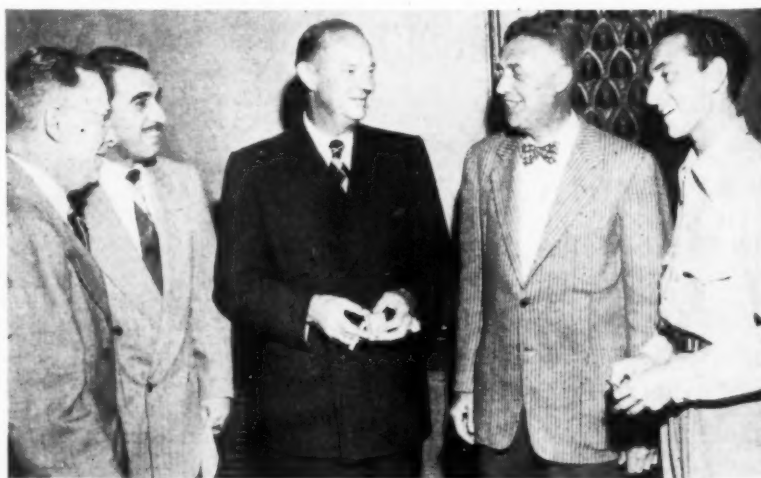
paper September 15 and accepts advertising for the first time. Parker James, former vice-president of Standard Outdoor Advertising, Inc., is appointed editor.

Western Finishing, a business devoted to the service of the industrial coatings industry of the Pacific West, makes its debut in September. Published by Linley Publishing Co., Los Angeles, it will reach executives and key personnel of all factories in the eleven Western States which apply a finish coat to products. The magazine will be published monthly with a minimum guaranteed free controlled circulation of 5,000 copies.

The 1947 edition of the "Red Book Encyclopaedic Directory of the Alcoholic Beverage Industries" has been published by Liquor Publications, Inc. A new feature has been included. The industry directory, which has been published since 1936, presents a state-by-state breakdown on a per capita and volume basis of the consumption of distilled spirits and wines, according to types. Included in the analysis are markets for each type of beverage, providing visual illustration of the various consumption patterns. . . . The "Hardware Retailer Directory Issue" for 1947—total circulation 32,000—is off the press. Published by the National Retail Hardware Association, it carries advertising for 700 manufacturers, contains 19,361 brand name listings, 10,738 product name listings, and 55,855 factory supply sources.

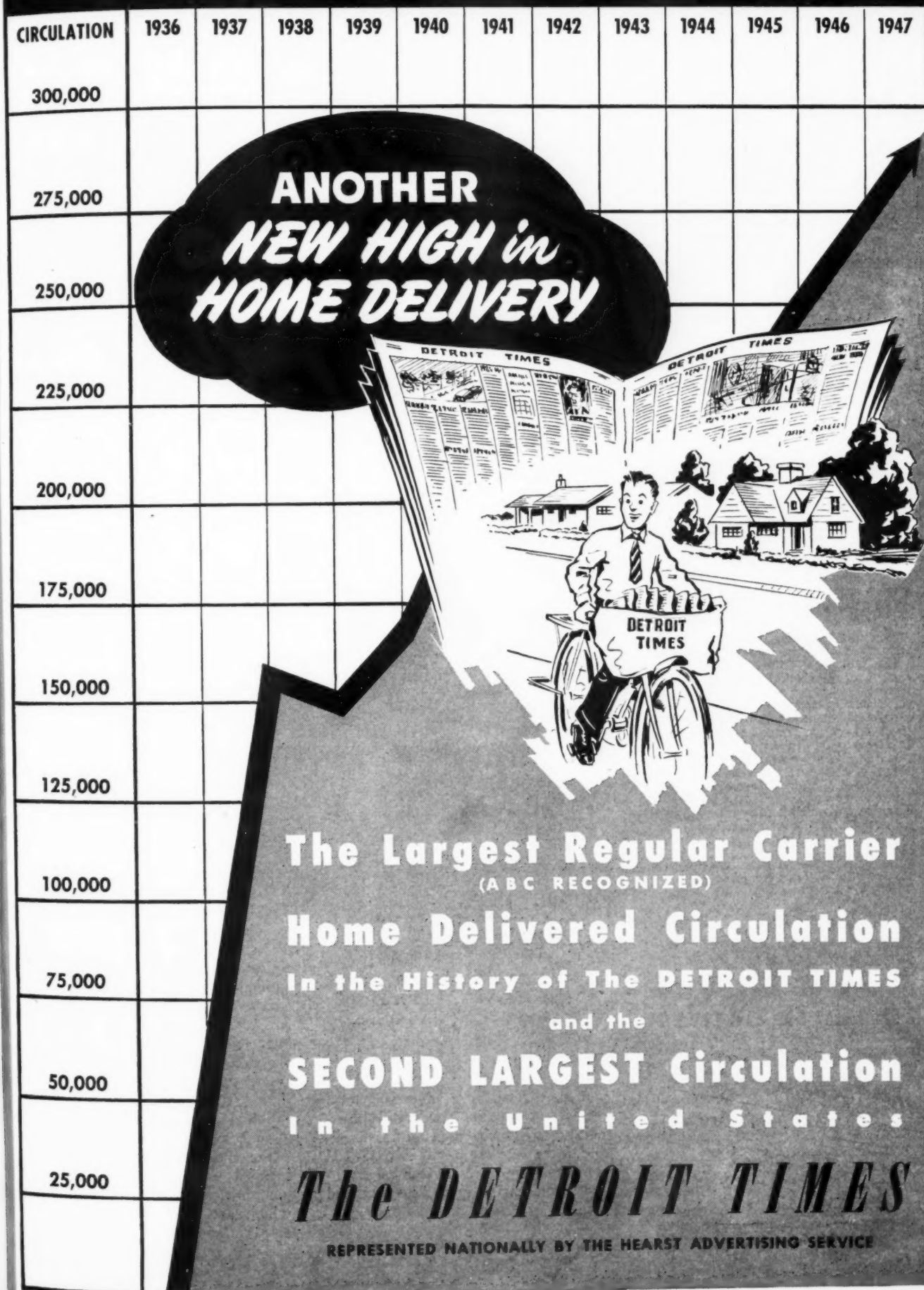
RADIO

The Executive Committee of Broadcast Measurement Bureau has unanimously authorized the Bureau

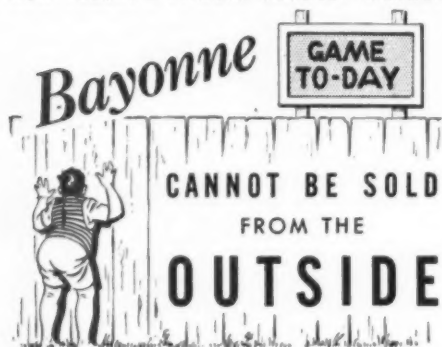


SATURDAY NIGHT SERENADE: C. J. Hibbard, Pet Milk advertising manager; Roland Martini, Gardner agency; J. P. Miller, Pet Milk president; Gus Haenschen, orchestra conductor, welcoming Vic Damone, new singing star, to the CBS show.

Home Delivery Growth of the Detroit Times (ABC Recognized)



NEW JERSEY'S FOURTH LARGEST MARKET



Bayonne, the Peninsula of Industry, can be sold by The BAYONNE TIMES alone, making the TIMES and Bayonne an outstanding test combination for wide-awake National Advertisers. 93% coverage - 92% home-carrier delivery. Send for The Times 1947 Market Data Book.

THE BAYONNE TIMES

NATIONALLY REPRESENTED BY
BOGNER & MARTIN
295 MADISON AVE., NEW YORK • 228 N. LA SALLE ST., CHICAGO

WHY OVERLOOK 10 BILLION \$\$\$ WORTH OF SALES!

Wake up! 15 million American Negroes buy food, drinks, drugs, cosmetics, other products. They have 10 billion dollars to spend! Tell them what **you** have to sell. The best way is through Race publications, the Negroes' own newspapers and magazines. Through them you make friends with the most loyal customers in the world. Tremendous profits are made through advertising to this great and growing market. For full details write **Interstate United Newspapers, Inc., 545 Fifth Ave., N. Y.**, serving America's leading advertisers for over a decade.

NOTE: We now have facts compiled by the Research Co. of America on brand preferences of Negroes from coast to coast, the only study of its kind ever made. Write now for this free information.

SALES— MINDED EXECUTIVES

use



134

to proceed with a 15-point program for the permanent operation of BMB. This program has been approved by the boards of the National Association of Broadcasters and BMB, and has the further support of the American Association of Advertising Agencies and the Association of National Advertisers. It is now being presented to broadcasters with subscription contracts.

The program calls for a nationwide station and network audience survey in 1949, 1951 and periodically thereafter, with interim audience area measurements available at cost to individual subscribers.

Final plans for the first interim measurement will be ready for announcement by Hugh Feltis, BMB president, at the N. A. B. convention in Atlantic City, N. J., in September. As provided for in the 15-point program, this interim survey is intended especially for stations which began operation since the first BMB nationwide audience survey, or which have had power, frequency or network affiliation changes since that survey was made. Also valuable to stations which want certain areas resurveyed, it will be offered only to stations which are subscribers to BMB under the new 15-point program.

In addition the Bureau will measure and report on at least one subject of major interest each year between nationwide audience surveys and will issue quarterly reports on special analyses.



SYLVESTER L. WEAVER, JR., joins Young & Rubicam, Inc., as plans board member and vice-president.

TELEVISION

A new service to advertisers and agencies, providing condensed information on television programs available for sponsorship on WCBS-TV is the regular series of one-page program summaries now being mailed out.

WFIL, which will be on the air with both television and facsimile



ROBERT F. KENDALL, newly elected president of the Association of Export Advertising Agencies.

stations this fall, will offer time buyers a combination of time on the video outlet, WFIL-TV, plus space in the facsimile edition of *The Philadelphia Inquirer*.

OUTDOOR

Sketching for the first time the detailed pattern of daily movement outside their homes, of people in a representative American city, the Traffic Audit Bureau, Inc., discloses significant marketing facts from its comprehensive outdoor advertising survey in Fort Wayne, Ind., and surrounding Allen County.

The survey was carried out under



U. H. BURKE has been elected to the board of directors of General Outdoor Advertising Co., Inc.

the supervision of V. H. Pelz, managing director of the Bureau, and guided by a technical committee of marketing research experts. The project was financed by the Outdoor Advertising Association of America, the American Association of Advertising Agencies, the National Outdoor Advertising Bureau, and individual company members of the Association of National Advertisers.

Some of the most important findings in a fact-jammed 40-page report are the results of two methods which are relatively new in media and traffic research. One was the plotting and recording of each trip made the day before by 3,382 persons, from home to a destination and

SALES MANAGEMENT AUG

All
Business
is
Local



Fishing for profits getting tougher? Then maybe it's time to forget the mythical "national" market—and focus on the *local* markets that produce your easiest, most profitable sales.

Take the timely topic of travel—California vacations, for instance. Ponder the difference in cost-per-sale between the 10 states (all but Illinois west of the Mississippi) that contribute *two-thirds* of all California's motoring visitors—and the 38 other states, not one of which produces even 3% of the total.

With almost any product, you'll find markets differing widely. But with newspaper advertising you can exploit the differences—trim your costs with *controlled concentration* on the markets where sales come easiest.

Through the Bureau of Advertising's business analysis staff, the newspaper industry offers you today a host of *local* facts to help make your advertising and marketing more economical. Why not phone or write about it—today?

Bureau of Advertising

AMERICAN NEWSPAPER PUBLISHERS ASSOCIATION

370 Lexington Ave., N. Y. 17, Caledonia 5-8575 • 360 N. Michigan Ave., Chicago 1, State 8681 • 240 Montgomery St., San Francisco 4, Exbrook 8530

Prepared by the Bureau of Advertising and published by The Des Moines Register and Tribune in the interest of more effective advertising

AUGUST 15, 1947

EUROPEAN REPRESENTATIVE

Man, aged 33, unmarried, speaking Italian and French, seeks post in Europe representing good American product that European governments would consider essential to national reconstruction. American with wide personal contacts acquired during 6 years' newspaper and wartime intelligence work in France, Italy and Switzerland, which he could cultivate to build up Continent-wide prestige and sales for manufacturer anxious to expand his export trade. Box 2473, Sales Management, 386 Fourth Ave., New York 16, N. Y.

ADVERTISING MANAGER

We're a comparatively small, but aggressive, nationally known appliance manufacturing company in one of Michigan's pleasant, lake cities. Our advertising manager is taking over inherited business. We need an experienced man to direct our merchandising and sales promotion programs. Appliance experience is desirable but not essential. Right man will find congenial conditions and a real opportunity. Living accommodations available. Please give full particulars, which will be held in confidence. Box 2472, Sales Management, 386 Fourth Ave., New York 16, N. Y.

The management man's preferred source of daily business news in the nation's greatest industrial area — the Central West.



Chicago Journal of Commerce

1st Readership
NUMERICALLY BECAUSE OF ACCEPTED EDITORIAL CONTENTS

Building SUPPLY NEWS

back again, street by street and block by block. The other method was to record for a full day the license numbers of every Indiana passenger car in 27 traffic streams and at four locations for seven consecutive days.

The survey covered four phases of the Fort Wayne-Allen County market: 1. Outdoor travel—the number, percentage and characteristics of the people who go outdoors, as revealed in 3,382 interviews in 1,300 representative homes. 2. Circulation—the total number of impression opportunities provided by poster showings, determined by traffic counts and the recording of car license numbers. 3. Coverage—the number and percentage of people exposed to poster showings, and the frequency of such exposures. 4. Readership-remembrance—the number and percentage of people who recall having seen individual outdoor posters.

Personal interviews conducted in the respondents' homes revealed that 76.2% of all residents of Allen County, aged 14 or over, go outdoors daily, and that a daily average of 60.2% of the county residents pass outdoor poster panels during the course of their stay away from home.

Traffic Make-Up

Of perhaps the most long-range significance to outdoor advertising are the findings as to the changing composition, day by day, of the cars making up a traffic stream. On Monday, Tuesday, Wednesday and Thursday the total number of cars was virtually the same from day to day. But when these cars were tabulated by license number it was found that of all license numbers passing a given location during an entire week, roughly 60% were recorded as passing only on one day out of seven.

Average "100 poster showings" were exposed daily to 44,200 individuals, or 36.3% of the total population over 14 years of age. In this case, each person was exposed to the same message at least 1.77 times a day. Computed on a monthly basis, every person is exposed to the average 100 showing 19.3 times.

All of the 12 posters tested for remembrance were of well-known products. The percentage of people who said they remembered having seen these posters before they were displayed ranged from 20.1% to 54.6%. After the 12 posters had been displayed for 30 days, the percentages of people asserting remembrance ranged from 43.8 to 84.4. When the difference between the two percentages for each poster was corrected according to the controlled recogni-

tion formula used by the Advertising Research Foundation, the adjusted percentages ranged from 23 to 65.

The Traffic Audit Bureau, Inc., emphasizes that the results of this survey apply only to Fort Wayne, and that they cannot be safely applied to outdoor advertising generally until similar studies are made in other markets.

SALES MANAGER'S ASSISTANT

A fine future open with long established maker of fastening devices.

A real opportunity for a man who is (1) experienced in sales operations through industrial supply outlets; (2) an able sales correspondent; (3) free to travel out of New York headquarters occasionally; (4) willing to "work up" to a major executive post. Salary open. Write fully about your background. Enclose photo. Interview in New York, expenses paid. Box 2444, Sales Management, 386 Fourth Ave., New York 16, N. Y.

Courier-Express

spital Plane Crashes; One Kill

6 NEWS SERVICES

AP-UP-INS

CHICAGO TRIBUNE*

NEW YORK TIMES*

REUTERS*

** Exclusive*

help give Courier-Express Advertising its extraordinary PULL

REACH BUFFALO'S BUYING POWER thru the

Buffalo Courier-Express

Buffalo's Only Morning and Sunday Newspaper

National Representatives:
OSBORN, SCOLARO, MEEKER & CO.

SALES MANAGEMENT

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Do you have a product that fits the BAKING INDUSTRY?

See Bakers Weekly's offer of market analysis, page 119, this issue, Sales Management.

CANADA

A rapidly expanding market

An aggressive Sales Manager with an excellent record, both in personal sales as well as in organizing and training sales personnel, is now available. He has a thorough knowledge of this country, including the big French-Canadian market in Quebec. If you are interested in opening up, or improving your sales, in this profitable field, let's talk it over.

Box 2471, Sales Management, 386 Fourth Ave., New York 16, N. Y.

CAN YOU SELL "INTANGIBLES?"

Rapidly growing company selling professional services wants representatives in New England states, New York State, New York City, Pennsylvania, New Jersey, Delaware and Ohio. Income unlimited for right man! Above average education essential. Age 30-45. Some sales experience desirable but not necessary. Aptitude for visualizing "intangibles" important. Salary and expenses paid during training. State qualifications fully in reply, include photo of self. Name area you prefer to work in. Box 2470, Sales Management, 386 Fourth Ave., New York 16, N. Y.

SALESMANAGER

Fourteen years in charge Wisconsin territory, selling a technical product to industrialists. Earnings in 5 figure bracket. Desire new connection on salary plus commission or straight commission basis. Available September. Reply Box 2462, Sales Management, 386 Fourth Ave., New York 16, N. Y.

WANTED—Three Vacuum Cleaner Sales Executives. We are manufacturers of a nationally known and advertised product with top positions open for big caliber vacuum cleaner sales executives. These men can make \$20,000 to \$30,000 per year on salary and commission basis and should have wide acquaintance in vacuum cleaner field. Our organization knows of this advertisement. Write full details your background and experience. All replies will be treated confidentially. Box No. 2469, Sales Management, 386 Fourth Ave., New York 16, N. Y.

Excellent Opportunity for SALES MANAGER

Young executive, experienced in the direct selling of cosmetics, corsets, hosiery, books, etc. Salary and overwriting with national concern. Box 2468, Sales Management, 386 Fourth Ave., New York 16, N. Y.

ATTRACTIVE SALARIED POSITIONS \$3,000 to \$30,000.00

Negotiated expertly for qualified executives by national placement counsel. Your identity protected while promotional campaign is in progress. Our copyrighted booklet "CONFIDENTIAL" is available to a select group of executives without obligation.

VOCATIONAL INTERMEDIATES
P.O. Box 325, Tucson, Arizona
"Hits the TARGET"

COMMENT

DISTRIBUTION COSTS MAY BE TOO LOW

Next to the careful handling of our foreign relations, lowering the cost of distribution probably is the number one job in the country today. So says Ralph Hendershot, financial editor of the New York *World Telegram*. He goes on to say: "The distribution machinery from producer to consumer has not kept pace with our economic development. *It is as obsolete as the horse and buggy.*"

Strong words, those. Provocative words. The fact that he suggests no solution should not be held against Mr. Hendershot. He wants more people to be able to afford more goods, and today's high prices alarm him, as they do most of us.

His isn't the only voice crying out for lowered distribution costs. We hear it constantly from the less conservative section of the economy, and frequently from marketing engineers.

Fenton B. Turk in a recent address before the marketing conference of the United States Chamber of Commerce said that *labor's* productivity is more than half again as great as the productivity of men and women in *distribution*.

Using Government figures for 1939 he showed that a production labor force of 8,850,000 men, working 40 hours a week and 45 weeks a year, manufactured \$56,843,000,000 worth of products, for a productivity figure per man-hour of \$3.57.

He found slightly over 10,000,000 people engaged in distribution (wholesale, retail, shipping, trucking, warehousing, advertising, collection services, etc.) and that they produced services worth \$44,239,000,000. Working 40 hours a week and 50 weeks a year, this works out to a distribution productivity per man-hour of \$2.17.

We'll let our readers decide whether or not his reasoning is sound. It can be argued that the productivity of production should be figured not against the total value of the product but against the value added by manufacture. The worker in a cereal plant takes corn from the farms and turns it into corn flakes. Should his productivity be figured against the value of the end product or only against his contribution to the end product?

If we use the official figure for "value added by manufacture" for 1939, and apply the man-hours against it, the resultant figure is \$1.57 instead of \$3.57, and distribution becomes *more* efficient on a dollar-hour basis, instead of *less* efficient.

But let that pass. Let's try instead to answer the question: *Should* distribution costs be lowered?

We know that they *could* be lowered. We could go back to the days of our grandparents and buy flour by the barrel; our wives could buy piece goods and make all of the clothes for the family; we could dispense with credit and delivery. Not only did our Nation operate on such a simple basis a century ago, but we can find

many sections of the world today where distribution costs are almost nil. So we know it *can* be done.

But who would benefit? The millions engaged in distribution who would be thrown out of work? The factory worker who now has a market for his output among those engaged in distribution?

Don't most of the attacks on the supposed high cost of distribution stem back to confused thinking whereby we talk of "producers" and "consumers?" We are neither one nor the other. We are "producer-consumers." The farmer thinks he pays too much for the flour he buys, but did you ever hear him say that he was getting too much for the wheat he sells to the miller?

In the closing months of the war we talked with the president of a war-born company in the electronics field. He was telling us of the radio sets he was going to turn out as soon as the Government gave him the go-ahead signal.

"Distribution costs are far too high in the radio field. I'm going to cut them to the bone!"

"How?," we asked.

"It's simple. I'm going to sell straight to the trade. No more wholesalers or distributors or small retailers. I've lined up a dozen big stores like Macy's and Marshall Field's and I'll have practically no sales cost."

He thought he had discovered a revolutionary principle. He tried it out, and he worked production up to 200 sets per day. But he found that with this low production his unit *manufacturing* costs were far higher than Philco, Zenith, Emerson, RCA, and the other big ones whose *distribution* costs were far greater than his. At the moment he is *trying* to reorganize his business.

What he didn't realize, what the public in general doesn't realize, is that there are no easy rules of separation between manufacturing costs and distributing costs.

Sure, he could skim the cream by selling direct to a few big outlets. We can all do that, but it doesn't bring volume. Then we add more stores—and that probably means adding salesmen, wholesalers, distributors. And the more we beat the bushes for more business the higher our distribution costs may be, but, most likely, we add volume, and that added volume *lowers* our manufacturing costs.

And since when did Mrs. Housewife turn down a lower price or a better article for the same price? Does *she* care whether it comes as a result of *higher* distribution costs or *lower* manufacturing costs?

Millions of families are going without countless articles which would add to their happiness. To make them *want* these articles will call for *increased* distribution costs. When our politicians call for a higher standard of living, they are talking, we hope, for higher standards for *all* the people, and to achieve that result we shall have to spend far more for distribution than ever was spent before.

SALES MANAGEMENT

HUGHES PRINTING CO.
EAST STRAUSSBURG, PA.

—More Good News for Shippers!—



AMERICAN ANNOUNCES
NEW, LOWERED RATES ON
***Airfreight* SHIPMENTS**

EXAMPLES OF TYPICAL SAVINGS

From	To	Old Rate Per 100 Lbs.	New Rate Per 100 Lbs.	Saving
	LOS ANGELES	\$33.63	\$25.00	\$8.63
NEW YORK	DALLAS	21.70	16.10	5.60
BOSTON	SAN FRANCISCO	30.98	24.50	6.48
WASHINGTON	MEXICO CITY	26.08	21.85	4.23
CHICAGO	ST. LOUIS	12.43	8.95	3.48
PHILADELPHIA				

American again has slashed Airfreight tariffs. Many rates have been reduced approximately 25 per cent, making this convenient, time-saving shipping method more economical than ever. And, too, 4-engine Airfreighters are now in operation, providing an increased amount of shipping space—assuring swifter Airfreight service to a larger number of important shipping centers than ever before. Yes, American's Airfreight gets your merchandise to its destination *when it's wanted*—and, all costs considered, it's actually cheaper, in many cases, than slower forms of transportation. For details call your nearest American Airlines office or write American Airlines, Inc., Cargo Division, 100 E. 42nd St., New York 17, N. Y.

AMERICAN AIRLINES



Canaries like cages

Ever notice what happens when you let a canary out of its cage?

Chances are, it will flutter wildly around the room, beating its wings confusedly.

It doesn't know what to do with freedom.

It is very much like the chap who favors needless controls as an economic panacea. He wants to keep controls, because freedom frightens him. He doesn't know that "risk" capital makes jobs . . . that it will flow only when it profits.

He's part of a trend that must be stopped!

Hundreds of Americans who have wanted to get ahead—and who have

succeeded—know the benefits of Free Enterprise. They know the excitement of competition. They know that the American way enriches workers, investors and management alike.

We must see that this American way continues. We must make our current operations invulnerable to attack. To be sure that Free Enterprise continues, industry—its big exponent—must make certain that efficiency is maintained.

Effective advertising helps maintain efficiency in many ways. It stimulates demand. It promotes production. It encourages effort. In short, it

is an undisputed champion of Free Enterprise.

Here at Ross Roy, Inc. we realize that our clients have much at stake in the battle to preserve Free Enterprise. We know that the more effective the advertising, the less vulnerable Free Enterprise is to attack.

So in planning advertising campaigns we keep in mind the necessity of backing up attention-getting advertisements with the kind of *follow-through* support that helps increase efficiency all along the line.

We'll be glad to discuss our approach to your advertising problem. Let's get together! Ross Roy, Inc., 2751 East Jefferson Avenue, Detroit 7, Michigan

ROSS ROY, INC.

Advertising with "follow through"

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